



Call for tanker crash inquiry

BY TERRY DODSWORTH IN PARIS

FRENCH NAVAL authorities seemed almost convinced last night that no significant coastal pollution will result from the sinking of the Liberian-registered oil tanker, Gino, off Brittany.

But the accident, occurring only a year after the Amoco-Cadiz disaster, led to an immediate call for an inquiry from the French shipping unions, and a demand for further tightening of international maritime regulations.

The Gino, sailing into the Channel with a cargo of 41,000 tonnes, went down after collision in fog with the Team Castor, an empty Norwegian vessel.

The two vessels were moving in roughly opposite directions, about 25 miles to the west of Brittany, and well outside the new advisory shipping lanes recently established by the French and UK authorities to control traffic.

Observers are puzzled that the tankers met almost head on in an area where shipping is required to give constant warnings of position.

The Gino had also reported to the Brest authorities that it was due to enter the traffic-controlled zone.

The position of the accident means that neither captain can be pursued under the new French law, passed this year, to punish alleged navigational negligence in the Channel.

Questions are bound to be asked again about the surveillance of Channel shipping, particularly in the area of Brittany, which has suffered a series of accidents in the past few years.

Iran 'to take over' banks and insurance

By Simon Henderson in Tehran

A FORM OF nationalisation is envisaged for Iranian banks, insurance companies and certain sectors of industry in a draft of the country future constitution published in a Tehran newspaper at the weekend.

The banks and insurance companies would come under the umbrella of a single government authority which would supervise their activities.

The Government would also be responsible for nationalisation of key and heavy industries. Foreigners would only be allowed to work in Iran if the National Assembly decided the tasks were necessary and important.

No claim of complete authenticity has been given for what was published, but Mr. Haj Sayyed Javadi, Interior Minister, said yesterday it was an amalgam of known views of the constitution.

The new Islamic constitution to replace that of the Shah's dynasty is being drafted in secret.

Its publication has been postponed indefinitely because political difficulties are believed to have arisen over regional autonomy and the Sunni Moslem minority.

The published draft says separatism is out of the question and non-Shia Moslems will be able to feed their lives in accordance with the principles of their own sects. The religions of Zoroastrians, Jews and Christians will also be recognised.

The document has, however, a strong Islamic complexion. Article six is quoted as saying that the slogan of the Islamic Republic is "the best people are the most pious."

The courts will be run according to Islamic law, and religious leaders will appoint representatives to ensure that no anti-Islamic law is passed. The country's religious leader, — at present Ayatollah Khomeini—would be the final arbiter.

Neither leftists nor rightists would be allowed to stand for the National Assembly.

GISCARD AND BREZHNEV SIGN NEW ACCORDS

New life for Paris-Moscow detente

BY ROBERT MAUTHNER

THE SOVIET UNION and France have given a fresh impetus to their "special relationship" with the signature in Moscow of a programme for the development of detente and a new 10-year economic programme, spanning the period 1980-90.

The documents, along with others covering the scientific, technical and cultural co-operation, were signed by Mr. Leonid Brezhnev, the Soviet leader and M. Giscard d'Estaing, at the end of the French President's three-day official visit to the Soviet Union.

Although M. Giscard d'Estaing described the meeting as "the most useful" he had had with the Soviet leader since he became President in 1974, and although Mr. Brezhnev said the Soviet Union had every reason to be satisfied with the outcome of the talks, it was clear that Paris and Moscow continue to disagree on a number of important problems.

The main bones of contention remain the two countries' different policies on disarmament, both in the nuclear and conventional fields; and their attitude towards China. Mr. Brezhnev failed to convince his visitor either to conclude a non-aggression pact with the Soviet Union "under which both countries would undertake not to be the first to employ nuclear weapons," or to participate in eventual SALT 3 talks which would deal with medium- and short-range nuclear weapons stationed in Europe.

M. Giscard d'Estaing, on the other hand, made little progress in gaining the Soviet leader's support for a Pan-European disarmament conference on conventional weapons. However, a somewhat vague programme indicates that the French proposal has not been rejected out of hand.

The most concrete results of the Franco-Soviet discussions on detente were the decision to hold bilateral summit meetings once a year and the undertaking to co-ordinate the two countries' policies in all situations which threatened world peace.

And the 10-year economic co-operation programme complemented by a separate agreement covering the period 1980-1985, again provides for a tripling of trade between the two countries over the first five years of the next decade.

Its main emphasis is on industrial co-operation and the conclusion of long-term agreements between French companies and Soviet trade organisations. Although the annexes to the agreement, giving details of specific joint projects, have not yet been published, the document lists the areas which offer the best prospects for co-operation.

These include new sources of energy, energy-saving equipment, transport equipment, electronic products including computers, machinery and machine tools, metals chemicals and petro-chemical products.

The agreement specifies that French companies and banks will take part in the building of industrial complexes in the Soviet Union and that similar Soviet institutions will take part in industrial projects in France.

A special feature of the agreement is that French companies providing equipment, licences and credit for the building of factories in the Soviet Union will be partially or totally reimbursed by the products manufactured by the new industries.

France and the Soviet Union have also agreed to grant each other credits for these joint projects "on the most favourable conditions possible." But the precise credit terms were not revealed.

Threat to Rhodesia Parliament

BY TONY HAWKINS IN SALISBURY

FRICITION between and within Rhodesia's domestic black nationalist parties this weekend cast a shadow over the successful one-man-one-vote elections.

The Rev. Sithole, leader of ZANU, repeated his threat to boycott the country's new Parliament because of what he calls "gross irregularities" at the polls.

Mr. Sithole has not been able to substantiate his accusations. But even after the Election Supervisory Commission had reported on Friday that it had no evidence of irregularities, the ZANU leader said that without an independent commission of inquiry his party would refuse to take up the 12 seats it won at the poll.

This means that the 12 seats would remain vacant until the next election since under the system of proportional representation, there is no provision for by-elections.

At the same time, Chief Jeremiah Chimurenga, leader of Zupo, whose party failed to win a seat at the election, has come out against the poll, saying he wants the existing four-party transitional Government to be maintained.

The Chief has always argued that the elections in themselves would solve nothing, and that they must be followed by an all-party conference with the external Patriotic Front.

To add to the difficulties of the new Government to be established by Bishop Muzorewa at the end of May, Mr. James Chikerema, the Bishop's deputy leader, decided to revive his personal attacks on the Bishop, whom he has again accused of "tribalism and nepotism" in the selection of candidates for the elections.

Mr. Chikerema appeared to be sounding a warning to the Bishop that in his Cabinet—the Bishop will be able to choose nine Ministers—he should take account of all tribal groups in the country.

Despite the attacks on the elections by the Rev. Sithole and Chief Chimurenga, political observers here are convinced that Bishop Muzorewa will press on with implementing the agreement appointing a Cabinet from his own ranks and including six Rhodesian Front supporters from Mr. Smith's party and two from Chief Mndeni's United National Federal Party.

Israeli ship for Suez as Sinai talks go on

BY L. DANIEL IN TEL AVIV

TWO FURTHER steps were taken yesterday toward the normalisation of relations between Egypt and Israel. While a freighter was heading up the Gulf of Suez to become the first Israeli vessel to pass through the Suez Canal for 25 years, the joint Egyptian-Israeli military committee was meeting in Sinai to discuss moves towards Israeli withdrawal from the peninsula.

Meanwhile the Israeli Government approved by a majority of one a proposal by Mr. Menahem Begin, the Prime Minister, to permit the military prosecutor to demand the death sentence in trials involving terrorism of extreme brutality.

Five ministers voted against the proposal, including Mr. Ezer Weizmann, the Defence Minister, and superhawk Mr. Ariel Sharon, Minister for Agriculture. One Cabinet member abstained.

The freighter, the Ashdod, left Israel's Red Sea port of Eilat and is expected to join the north-bound convoy through the canal due to leave at 6 am this morning.

Its final destination is Haifa where it is to join the Mediterranean services of Zim, the Israeli shipping line.

The joint military committee, which is to supervise the Israeli pull-back from Sinai, met for the first time yesterday morning to discuss a programme of work, most of which will be carried out by sub-committees.

These will deal with the various military and civilian aspects of the withdrawal including the handover to the Egyptian authorities at noon on Friday, May 25, of the town of El Arish and the surrounding area. The committee is due to meet there on May 6.

The Israeli Cabinet is due to meet again today to consider proposals for a ban on public construction work, other than housing, so as to free manpower for the work connected with redeploying Israeli forces in the Negev and moving Israeli settlements from Sinai.

AP adds from Tehran: Iran is considering severing diplomatic ties with Egypt. Deputy Prime Minister Abbas Amir-Entezam said yesterday.

Mulder 'forced to lie' to MPs

By Quentin Peel in Johannesburg

DR. CONNIE MULDER, the former South African Minister of Information, disgraced because of maladministration in his department, claimed yesterday he was forced to lie to Parliament on the instructions of Mr. John Vorster, the former Prime Minister, now the President.

He also claimed that a plan to buy the Washington Star newspaper for \$10m had been approved by a three-man Cabinet committee consisting of himself, Mr. Vorster, and Dr. Nico Fiederichs, the late President and former Minister of Finance.

Mr. Pik Botha, South African Foreign Minister, and Mr. Chris Heunis, Economic Affairs Minister, met their counterparts from Botswana, Lesotho and Swaziland in Mbabane, in what is seen here as an attempt to launch talks on the "southern African alliance." South Africa is seeking to establish.

China-Vietnam conflict may spread

By K. K. Sharma

THE CONFLICT between China and Vietnam now threatens to spread to other countries in Indo-China.

Laos has asked the U.N. to intervene to protect it from armed attacks from China. Vietnam has rejected the counter-proposal made by China last Thursday on normalisation of relations between the two countries.

The Laos development is of immediate significance, since Vientiane has long been complaining of a Chinese military build-up on its borders.

It has followed allegations of border clashes with a serious charge that Chinese troops have now occupied a large provincial town.

The U.N. will almost certainly not be able to respond to the Laotian appeal, since Peking has a veto in the Security Council.

There is now an uneasy lull, but at least Vietnam—and almost certainly China—is making open efforts for renewed fighting.

Curfew in Istanbul

BY METIN MUNIR IN ANKARA

A TOTAL curfew is to be imposed in Istanbul, Turkey's largest city, on May Day, in a bid to prevent political violence.

This was announced yesterday, less than 24 hours after seven leaders of the Confederation of the Revolutionary Trade Unions of Turkey (DISK), were arrested for defying the Istanbul Martial Law Command's ban on May Day rallies.

Under the martial law curfew, people were ordered to stay off the streets from midnight yesterday to 5 am on Wednesday.

The moves indicate that the military are now following a tougher policy in their bid to establish law and order in Turkey, where political violence has become endemic, and a threat to democracy.

Gen. Necdet Urug, Istanbul's martial law commander, said the curfew was "against the possibility, however slim, that conditioned, irresponsible people who have blackened their minds and their hearts to the extent of revolting against State authority, may stage certain activities."

Troops were under orders to open fire on curfew violators and Gen. Urug ordered people not to approach the soldiers "closer than 30 metres."

Passengers arriving at Istanbul's Yesilkoy airport during curfew hours will have to wait until arrangements are made to take them to their hotels. Ships will not disembark passengers until the curfew ends.

Mr. Abdullah Basturk, DISK's chairman, Mr. Kemal Nebioglu, the deputy chairman, Mr. Fehmi Isiklar, the secretary-general, and four other DISK executives were taken into custody during a raid on the Confederation's Istanbul headquarters yesterday.

Sixteen Istanbul unions belonging to DISK were also raided and searched, and about 100 other union members taken into custody.

If charged, the union leaders face trials by military tribunal and could theoretically remain in jail until the case is over.

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Surplus of fasteners may close factories

BY ROY HODSON

PRODUCTION of too many industrial fasteners in Western Europe is expected to force a number of factories to close. Mr. C. P. Richards, chairman of the British Industrial Fasteners Federation, warns in his annual report that the surplus of nuts, bolts, screws, washers, and rivets is now so great that structural changes in the European industry are inevitable.

Disabled seek more jobs

GOVERNMENT action on rising unemployment among disabled ex-Servicemen was demanded at the weekend by 200 delegates at the annual conference in Birmingham of the British Limbless Ex-Servicemen's Association.

and local authorities to fulfil their obligations within the terms of the Disabled Persons (Employment) Act 1944. They also sought a levy on defaulting employers.

Silver Jubilee Appeal projects receive £2.83m

A TOTAL OF £2.83m has been given from the Queen's Silver Jubilee Appeal to over 2,000 projects involving young people in voluntary community service in the year since the appeal closed.

Revenue tax deposit certificates accepted under the terms of the prospectus of August 29, 1978, go up today from 11 1/2 per cent to 12 1/2 per cent.

Prestcold talks

CONSULTATIONS between the Department of Industry and the National Enterprise Board will take place this week over the draft directive from Mr. Eric Varley, Industry Secretary, instructing the NEB to take over Prestcold from its parent company, BL.

North Sea deficit

THE North Sea sector of the economy may continue to be in deficit for the foreseeable future, Mr. Christopher Johnson, economic adviser to Lloyd's Bank, says in the bank's economic bulletin.

Interest rate up INTEREST rates for inland

Windscale leak report reveals four-month delay

BY JOHN LLOYD

A REPORT on a serious leak of radioactive material at the Windscale nuclear plant has shown that four months passed before the leak was detected, an unannounced part of the plant, and the proper analysis and assessment of the sample leading to an investigation.

However, the report, written by Sir John Hill, chairman of the Atomic Energy Authority, stressed that "there is no evidence to suggest any present or likely future hazard to the workforce or the public."

Working capital rule for insurance brokers

BY ERIC SHORT

INSURANCE BROKERS will need to have a permanent margin of at least £1,000 in their working capital to retain official recognition and the right to trade under the title of insurance broker.

The order also sets out the form of the preparation of the accounts to be submitted. The Insurance Brokers Registration Council (Accounts and Business Requirements) Rules Approval Order 1979 (SI 1979/469).

Job-change 'pensions penalty' warning

By Christine Moir

THE FUTURE of the occupational pension movement could depend on the solutions it finds to the problem of preserving the pensions of workers who move jobs before retirement age.

The introduction of the microprocessor would increase the level of mobility in industry, and it was unrealistic simply to suggest that workers take into account their reduced pension prospects when they negotiate a new job.

Nonsense

More work was needed to ensure that job movers could be sure of transferring their pension rights from employer to employer, he said, but it was "dangerous nonsense" to believe that all that was needed was legislation on transferability.

Mr. Robert McDonald, president of the Federation of Actuaries, also warned that transferability and preservation—the lack of them—could become convenient government whipping boys.

UN plan 'threat to British fleet'

BY LYNTON McLAIN

TWO-THIRDS of the UK's bulk carrier fleet could be put out of business by United Nations proposals to boost the third world's shipping industry—according to a report in today's Lloyd's Shipping Economist Journal.

The report studies the likely effects of proposals to be put before the fifth session of the United Nations Conference on Trade and Development to be held in Manila in May.

The UNCTAD secretariat calls for "equitable participation" by the developing nations in the transport by sea of oil and other bulk cargoes.

The report's findings are based on returns from Lloyd's Register of Shipping and Lloyd's of London and involved the tracking of all the ships of the five leading shipping nations last year.

J. C. Bamford plans U.S. plant move

BY HAZEL DUFFY, INDUSTRIAL CORRESPONDENT

J. C. BAMFORD is planning to assemble excavators in the U.S. following its entry into that market three years ago.

The decision to consolidate its U.S. commitment means JCB is no longer interested in Aveling Barford, the construction equipment group which BL has put up for sale.

to do. The privately-owned company has not revealed how much it has lost in setting up in the U.S. but Mr. Anthony Bamford, chairman, says that the venture is now profitable.

OBITUARY

Derek Redwood

MR. DEREK REDWOOD, chief Press officer at U.S. British Steel Corporation from 1974 to 1978, died last weekend after a short illness. He was 45.

One man's feud with the State

NEWS ANALYSIS — THE NEB'S HIGH COURT ELECTRONICS BATTLE

BY JOHN ELLIOTT AND MAX WILKINSON

BEHIND the High Court battle over the National Enterprise Board's £8m computer peripherals deal with the Control Data Corporation (CDC) of the U.S. lies a long-running feud.

He is Mr. Stanley Grundy, who nearly 40 years ago founded what is now a family-owned Teddington-based group of a dozen engineering companies with over 2,000 employees and a £35m a year turnover.

Arguments The arguments in court turn essentially on the rights of Grundy as a minority shareholder. But the case is important for other reasons, both because it has blown up during the general election campaign, and because of the future of independent computer equipment companies of Europe.

Since Mr. Grundy makes no secret of his fervent political views and is president of the Twickenham Conservative Association, there can be little doubt that today's court hearing is unlikely to end the row.

sales have been increasing steadily and its products have a high reputation for quality and performance. In 1978-79 it made a profit of £315,000 but ran into a £385,000 loss in 1977-78.

So why does the NEB think it necessary to spend a further £8m setting up a joint venture in which CDC's contribution will be mainly know-how rather than capital? One answer is simply to look at the size of the two companies.

At that time, he was not willing or able to pump cash into DRI from his main holding company, Grundy (Teddington), which has no outside shareholders.

car exhaust factory set up in Ebbw Vale jointly with the British Steel Corporation.) Mr. Grundy's first contact with the NEB followed an application to be made in 1973 to the then Conservative-run Department of Trade and Industry for a £2m loan.

It is clear, therefore, that DRI does not have the resources of money or engineering manpower to keep its products competitive. It also needs to increase its volume of production to very much more than the present 7,000 to 8,000 units a year if it is to keep its prices low enough to match the Americans.

CDC will provide the extra production volume by transferring some of its own products to the joint venture company which will manufacture equipment for CDC to sell under its own name in Europe. It will also contribute the expertise to allow DRI to develop a successor to its present leading disc drive, the Series 4000, which it manufactures under licence from Diabolo of the U.S.

From the Grundy point of view, however, the tie up with CDC means that a British company, which could make its way in the world on its own, is being traded with the Americans in such a way that its future may be jeopardised.

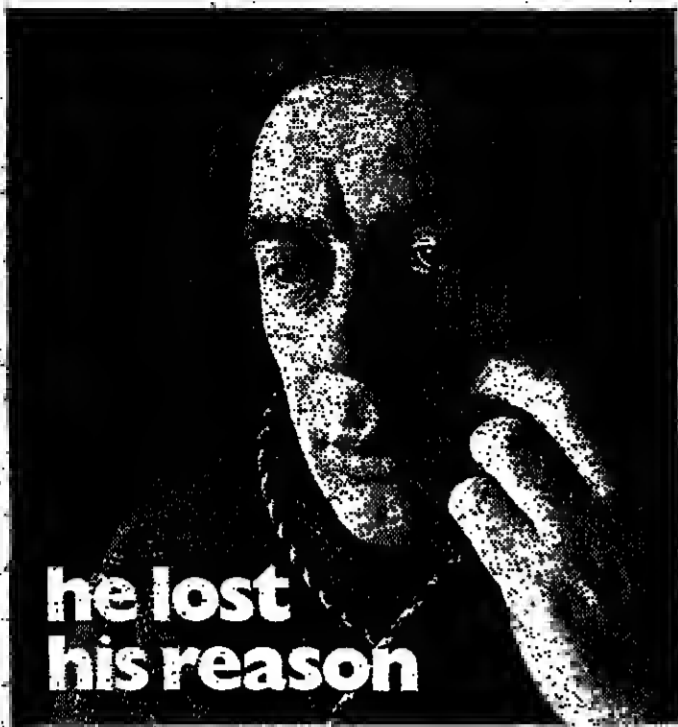
The company's liquidity problems were worsened by the three-day week in the winter of 1973-74, and it needed help urgently. Talks continued while Labour won the February, 1974, election and set up the NEB. Then Industry Department civil servants sent Mr. Grundy to their new-born State holding company and DRI became the NEB's first acquisition.

Boardroom skirmishes, most recently about the NEB's representation on the DRI Board, have continued for the past three years and have crystallised over the CDC link-up. They have involved the National Research Development Corporation, which has one seat on the Board, and which has itself had considerable reservations about the details of the CDC deal. But it eventually has agreed to back the tie-up on the condition that, once the deal is finalised, its 24 per cent stake in DRI is bought by the NEB.

Offered The NEB also offered 15 months ago to buy out the 13 per cent Grundy stake but Mr. Grundy apparently preferred to remain involved, partly in the hope that the value of his shareholding might improve. Now he sees the prospect of it being diluted by the CDC deal and is highly critical of the NEB for the way it has monitored DRI's affairs and for the management it has injected.

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Table with columns: Date, Title, Venue. Includes events like Boat Show, International Freight Services, London Laboratory Exhibition.

OVERSEAS TRADE FAIRS AND EXHIBITIONS

Table with columns: Date, Title, Venue. Includes events like 28th Casablanca Intl. Trade Fair, International Collectors' Fair, National Industrial Production and Machine Tool Show.

BUSINESS AND MANAGEMENT CONFERENCES

Table with columns: Date, Title, Venue. Includes events like Pielden House Productivity Centre, Institute of Grocery Distribution, Tips and Traps in Commercial Practice.

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UK NEWS - LABOUR

Manual billing plan to cut telephone loss

BY PHILIP BASSETT, LABOUR STAFF
THE Post Office will this week try to introduce manual billing of telephone customers to bypass the effects of a strike by computer workers...

Teachers to intensify action this week as pay talks halt

BY OUR LABOUR STAFF
BRITAIN'S TEACHERS plan to intensify their action this week in support of their pay claim. They are angry because Mrs. Shirley Williams has halted their pay talks...

Sharp increase in fruit and vegetable prices

BY DAVID CHURCHILL, CONSUMER AFFAIRS CORRESPONDENT
A SHARP rise in the cost of meat and fresh fruit and vegetables has pushed the FT Grocery Price Index up by 1.76 per cent in April.

FINANCIAL TIMES SHOPPING BASKET
APRIL 1979
Table with columns for April and March prices for various food items like Dairy produce, Bread, etc.

Four likely to contest Notts. miners presidency

FOUR CANDIDATES are likely to be running for the presidency of the Nottinghamshire area of the National Union of Mineworkers...

AUEW demand for sex equality

THE NATIONAL committee of the Amalgamated Union of Engineering Workers yesterday unanimously agreed at its annual meeting in Eastbourne...

Dockers accept £8 rise on Merseyside

MERSEYSIDE dockers yesterday voted to accept an increase of about £8 a week plus improved housing and other fringe benefits...

were much more expensive because of limited end of season supply. Bananas were much dearer because of limited supplies. Beef prices in the shops, especially for topside, lamb and pork, particularly loin chops, were also dearer...

CONTRACTS AND TENDERS

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H.A. FOX
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1978 Aug. Rolls-Royce Silver Shadow Saloon, Regency Bronze, Dark Brown leather, Speedometer reading 24,000 miles, £26,500

GUILDFORD
Woodbridge Road, Guildford, Surrey, Tel. 69231. The 389255
1979 Apr. Rolls-Royce Silver Shadow II finished in Mediterranean Blue with beige bid upholstery, Delivery mileage.

TORQUAY
Lisburne Square, Torquay, Tel. (0803) 24321
1978 Jan. Rolls-Royce Silver Shadow 2-door Saloon finished in Silver Chalice with a Black Everflex roof and Beige upholstery, Speedometer reading 23,750 miles, £38,500

SOUTHAMPTON
The Avenue, Southampton, Tel. (0703) 28811
1973 Jan. Silver Shadow, Pewter over Moorland, Light Grey trim, Quadrasonic 8-track/radio, speed control, refrigeration, fared arc model, Full service history, supplied by us, Speedometer reading 29,658, 225,000

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1977 Vanden Plas 4.2, Coral/Beige leather trim, Air conditioning, £11,500

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Rolls-Royce Silver Shadow, windows, 49,000 rec. miles, 1978 T Reg. w/wool metal, £26,995

1976 ROLLS-ROYCE SILVER SHADOW
Caribbean Blue with Dark Blue Everflex roof, and Beige interior, recorded mileage: 12,350 £28,000

COMPANY NOTICES

THE GREAT NORTHERN TELEGRAPH COMPANY LIMITED, OF DENMARK
The Ordinary General Meeting will be held at the premises of the Copenhagen (Incorporated in the Republic of Denmark)

W. F. JOHNSTONE & COMPANY LIMITED
(Incorporated in the Republic of South Africa)
Interim Ordinary Dividend of fourteen pence per share to seven cents per share (1978) per cent three cents per share (1979) per cent

PUBLIC NOTICE
E. SUSSEX C.C. BILLS
The amount of bills issued on 25th April, 1979 was £2,000,000 and at an average rate of 11.474% and not £1,000,000 as previously stated.

Mr. Buxton - Tel : (0283) 219183
Office Hours.

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Caribbean Blue with Dark Blue Everflex roof, and Beige interior, recorded mileage: 12,350 £28,000

DATA PROCESSING

Assists control of projects

A RANGE of services which could greatly improve decision-making and control for many levels of management from financial controllers to planners and project foremen, is available at the Scicon Computer Services bureau at Milton Keynes.

Projects involving only a few hundred activities or tens of thousands can be handled using the systems and Scicon personnel can provide back-up skill and experience to help companies implement projects using the bureau.

Three systems are available—Multinet, K and H Pert and Gospel, which between them cover most of the different types of project planning and control that may be required.

Multinet is based on techniques developed by Scicon technical director, Professor Martin Beale—a world authority on mathematical programming. It is designed to control small to medium-sized projects. K and H Pert is a flexible method of project planning capable of handling virtually any size of project.

Finally Gospel, which previously has been used exclusively by BP, not only provides information for senior management but, by extending the information, can produce reports and even job cards to help foremen control their work. Gospel has already been successfully used to control a project involving 80,000 man-hours, giving an annual saving of more than £100,000.

Brick Close, Kiln Farm, Milton Keynes, MK11 3ET. 0908 465656.

Aids the programmer

INTRODUCED into the UK by Four Phase Systems is a display terminal designed to help large programming establishments develop and maintain programs for the IBM 360 and similar machines.

Using software originally developed by Boeing, the programmer workstation is intended to increase efficiency by eliminating waiting time for on-line terminals and queues for keypunching. Each of up to 16 of the stations can be used independently to create, edit and store source programs locally.

When a programmer is satisfied with his project the Four Phase distributed processing computer transmits it to the IBM host for compilation and execution.

During development the programmer can create, edit, modify, print and delete source program files locally without using the mainframe. These local files are maintained on a large 67 megabyte disc and can be reviewed, modified and renamed if necessary before sending to the host.

More from 37, High Street, Marlow, Bucks SL7 1AU (06254 71921).

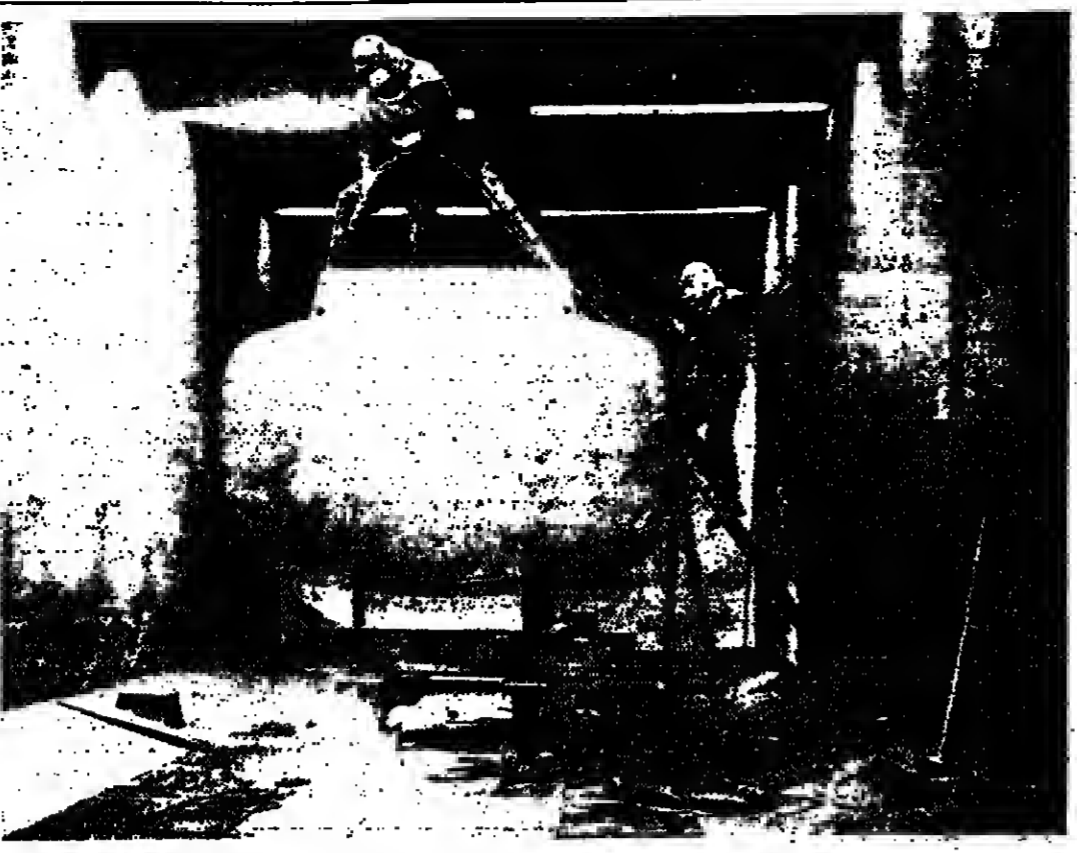
Designed for small firms

DATA GENERAL has a new microcomputer-based addition in its Commercial System (CS) family. The CS/30 uses an interactive version of the Cobol programming language, comes in two models and can have up to three display terminals.

Both can maintain more than 20m bytes of information and are intended for use by the smaller company with up to 50 employees, or as part of a distributed processing network.

CS/30 systems can be easily developed by systems manufacturers and distributors for companies in the £500,000-£2m range to perform typical accounting functions such as order entry, accounts receivable/payable, and payroll.

Data General, Hounslow House, 724, London Road, Hounslow, Middlesex TW3 1PD (01-572 7355).



This large shot blast and surface treatment facility has been opened at Southampton by H&H Engineering. The plant, which can handle loads up to 16 ft x 16 ft x 120 ft long is equipped with blast and spray rooms, which offer 24,000 cu ft areas fully equipped with the latest shot and grit blast machines and paint and metal spraying equipment where almost any structure or fabrication which is transportable by road or rail can be stripped to the bare metal and treated against corrosion. The H&H site is located at Southampton Airport close to Eastleigh Station.

RESEARCH

Access to patents

THE British Library is seeking the views of interested organisations on its patent document policy, prompted mainly by the small use made of the 13 patent depository libraries outside London and the £1m cost of maintaining them.

Consequently, a BL consultative paper has been prepared on the subject of what might happen outside London. Among the options are withdrawal of the deposit arrangements in the provinces, the construction of a central national document and information service—in which on-line terminals and facsimile transmission equipment might play a part—and the methodical improvement of existing arrangements, felt in some quarters to be poor.

The paper has been published so that, before the British Library decides on action it can consider the views of all interested parties. Closing date is July 31.

Copies of the document from BL at 25 Southampton Buildings, Chancery Lane, London WC2A 1AW (01-405 8721 ext. 3427).

SAFETY

Warns of oil spills

AGA Navigation Aids reports that simple modifications can be made to the signal light and sound systems of single point mooring buoys, used in the offshore industry to give warning of possible oil spillages.

Control electronics of the systems can now be made to generate an additional set of signal codes (flashing light and sound emissions).

In the event of a ruptured pipe or anything else causing a pressure drop, sensors will trigger the change over to the new code which will be locally understood to indicate loss of oil into the sea, or the prospect of it.

Complete light, sound and radar transponder systems can be mounted with batteries in waterproof and flameproof enclosures with a service life of one year.

More from the company at Beacon Works, Brentford, Middlesex TW8 0AB (01-560 8465).

SECURITY

Detection of explosives

LATEST portable device for the detection of explosives, the Model 35 from AI Security, London Road, Pampisford, Cambridge CB2 4EF (0223 834220) measures only 380 x 220 x 100 mm and weighs 400 grams (under one pound).

Using an ion drift detector in which the ions present in the vapours emitted by explosives modify an electrical circuit, the instrument responds within one second and can pinpoint, through materials and clothing, explosives such as dynamite and gelignite.

Use requires no more than switching on followed by a simple adjustment and if anything is detected an LED lamp flashes; this is visible only to the operator, for discreet examination, or can if desirable be accompanied by an audible alarm.

Instrument, disposable nine volt batteries, search probe, detector check sample, spares kit and instructions are contained in an attache case.

COMPONENTS

Sure of a safe switch-on

INCREASING AUTOMATION of industrial machinery and processes has highlighted weaknesses in a small but widely used important component—the mechanical limit switch—says Setpoint, Ingate Place, London, SW8 (01-720 3961).

It has just developed a rationalised range of non-contacting proximity switches and added a new name to the technical dictionary—proxistors.

Advantages of proxistors over mechanical switches, says the company, is that no maintenance or lubrication is needed and they will go on switching for years—life is independent of number of operations and, even if left unused for years, they will work reliably.

Faster and free from contact bounce, they will also positively detect the presence of objects without physical contact and

operate directly with counters, relays, solenoids, 24-volt logic and industrial instruments.

Company offers two basic types of proxistors—inductive and capacitive. The former will detect metallic objects entering a field generated around the switch by a resonant circuit. In the latter, a circuit is set into oscillation of an object into the detection field.

Within each type there is a range of models which vary according to effective range and body style and all the switches can be screw- or clamp-mounted while some have a threaded housing.

Majority of proximity switches used in this country have been produced in Europe (mainly Germany) and America, but, now, announces the company, its Cardiff factory will serve a home market which includes such applications as machine tools, process lines, packaging, bottling and filling plants, etc.

ELECTRONICS

Competition in micros

SITE WORK has started on a microelectronics plant at Roussel near Aix-en-Provence where a joint venture company set up between St Gobain Proxim, a-Mousson and National Semiconductor Corp of the U.S. will begin operations under the name of Eurotechnique by the middle of next year.

Fifty-one per cent French owned, the company is being given access to all National's know-how in MOS integrated circuits both current and under development.

Eurotechnique is expected to manufacture 8 and 16-bit microprocessors as well as 16k and 64k RAMs. But it will not be limited solely to those products developed by National. It will be a design centre and be able to conceive and market its own products. The company will have its own marketing department and establish a sales network throughout France and Europe.

National Semiconductor Europe is at Industriestrasse 10, D-8080 Fuerstenfeldbruck, West Germany.

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PROCESSING

Makes tiny resin dot

A GROWING requirement in the electrical and electronics industry, where miniaturisation is the rule rather than the exception, is to be able to dispense minute quantities of resin, for sealing or adhesive purposes in items such as micro-circuits, capacitors and other small electrical contact systems.

According to Liquid Control, of 25 Harcourt Street, Kettering, Northants, NN16 0RR (0638 81491), the appropriate equipment is scarce and the company has therefore introduced an accessory for its Twinflow and Multiflow metering, mixing and dispensing machines. It can also be used with other makes of dispenser.

Fitted after the mixing head, it incorporates a miniature positive displacement pump with an accuracy better than 1 per cent of the dispensed volume. The company has previously used a timing device for this purpose, yielding only a tenth of the accuracy. The pump model allows quantities of 5 down to 0.1 gram to be accurately dispensed.

Volume control is by means of a knurled screw which varies the stroke length of the pump.

REMOTE TEST FACILITY

A 4800 bps data modem from Borer Electronics incorporates a remote test facility allowing operators at the far end of a line and the line itself to be examined from the central site without additional test equipment.

The unit, designated 48 LSI + RT, can perform remote line and digital looping tests, remote test pattern generation and gives a broadcast alarm. Tests can be run in such a way that faults can be isolated and identified with specific lines or remote modems.

Particularly useful in multipoint applications, where remote modems are likely to be at sites manned by terminal operators unable to initiate test procedures, is the ability to generate a test pattern at either the central or remote modem, so that the direction of line faults can be identified.

In similar configurations the broadcast alarm facility alerts remote operators to the existence of central faults so that, for example, if a central computer fails the data processing centre is not inundated with telephone calls from data entry stations querying the lack of response.

Borer is at Fishpools Close, Wokingham, Berks, RG11 2QL (0734 783372).

HANDLING

Will do the rough work

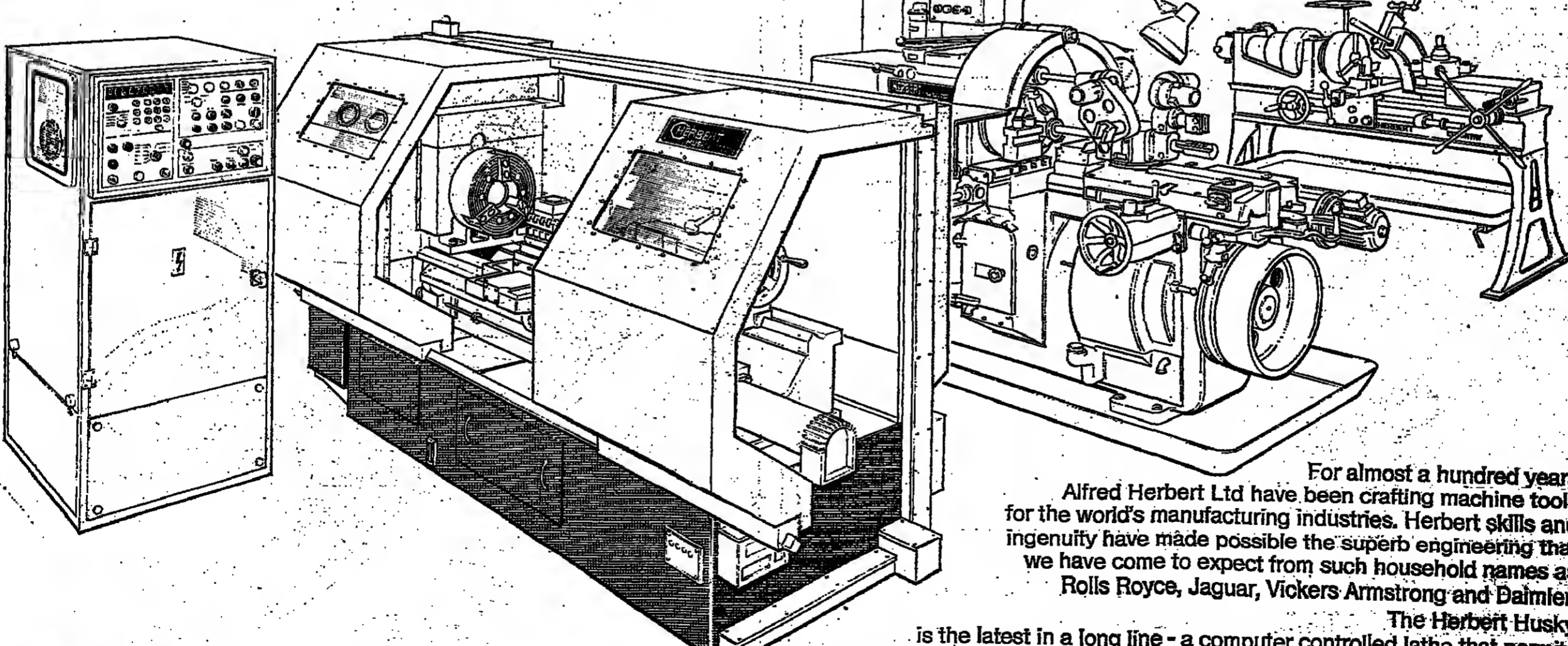
A ROUGH terrain fork lift truck called the Omfort EP26 is to be offered for sale or hire by Agent Plant Sales of Lower Station Road, Crayford, Kent.

It has hydrostatic transmission and front end stabilisers which enable the driver to position loads 20-ft above the ground level.

Powered by a 75 hp air-cooled diesel engine, the truck has four wheel drive and will lift up to two tons of material to the maximum height. Using outriggers, it is possible to position the load 16 ft in front of the truck's wheels.

The Herbert Husky

Its heritage makes it the world's best



For almost a hundred years Alfred Herbert Ltd have been crafting machine tools for the world's manufacturing industries. Herbert skills and ingenuity have made possible the superb engineering that we have come to expect from such household names as Rolls Royce, Jaguar, Vickers Armstrong and Daimler.

The Herbert Husky is the latest in a long line - a computer controlled lathe that permits fantastic standards of accuracy and enormous savings in both time and money.

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Building and Civil Engineering

Widnell and Trollope in big hotel project

TENDERS ARE to go out in September with a view to receiving bids in December for a US\$50m 735-room hotel with conference and other facilities on Cable Beach, Nassau, for the Hotel Corporation of the Bahamas.

Associated practices of Widnell and Trollope, quantity surveyors and construction cost consultants, have been appointed by the Corporation to provide project control and quantity surveying services. Construction is expected to

start in January, 1980 and the hotel to open early in 1982. The project control is being carried out by Widnell and Trollope and Partners and the quantity surveying by Denis Hingston, Widnell and Trollope of Nassau. Architect for the project is Robertson Ward

Associates who is also appointed for the interior design of the hotel and the other facilities. The latter will comprise a recreational centre, central laundry and central energy plant which will also serve other hotels owned by the corporation in the vicinity.

Wimpey wins over £11m by-pass and homes contracts

THE DEPARTMENT of Transport has awarded the £8.9m A2 Canterbury by-pass contract to the civil engineering division of Wimpey Construction. Contract comprises construction of 8 km of dual two-lane trunk road south of Canterbury, linking Harbledown by-pass (A2) to Bridge by-pass (A2) together with 7 km of slip and side roads. Included in the project is the building of six overbridges, four underbridges, pedestrian subway, farm underpass and stream diversion drainage

works, together with retaining walls and culverts. Work started this week and is scheduled for completion in April, 1981. Nottingham office of the company has won three contracts for Leicestershire County Council for refurbishing and building of local authority homes at a total value of around £2.4m. Modernisation of 50 houses at a cost of £215,000 on the Braunstone Estate involves the renewal of internal and external fabric as necessary, new bathroom and kitchen equipment, renewal of plumb-

ing and electrical wiring, installation of central heating and redecoration throughout. Two housing contracts at Hillsborough Road and Windley Road have commenced and, when completed, will be capable of housing about 800 people. At the former site, a development comprising 136 dwellings will be partly traditional and partly modern construction with a target for completion at the end of December this year. Windley Road job consists of the erection of 111 dwellings together with associated stores,

foundations, drainage, external works and landscaping. Development comprises a variety of flats and houses ranging from one-bedroom flats to five-bedroom three-storey houses. Value of these two contracts is about £2.2m. Second phase of County Properties (Scarborough) warehouse development on the Altness Industrial Estate in Aberdeen has been awarded to Wimpey which is currently building phase one. Valued at just over £200,000, the single-storey building is scheduled for completion in October this year.

Work rolls in to Mowlem

WORK HAS been started by John Mowlem on an office and workshop complex at Dungeness B power station, Kent, for the Central Electricity Generating Board.

The contract is worth £3.1m and calls for the design and construction of a three-storey administration block, with a single-storey wing containing a medical centre, three workshops for the maintenance and repair of instruments, electrical and mechanical equipment from the power station, and ancillary buildings such as stores and boilerhouse.

The other contract, worth about £600,000, was awarded by the Hertfordshire Area Health Authority for a two-storey headquarters building and single-storey ambulance service at Ascots Lane, Welwyn Garden City.

Two building contracts, worth together almost £3m, at Milton Keynes and Welwyn Garden City, have also been awarded to Mowlem.

The larger contract, worth about £2.4m and called Pennylands One housing, has been awarded by the Milton Keynes Development Corporation. It is for 177 homes, together with ancillary works including site roads, car parking, services and drainage.

Construction of the office block and wing will be of steel frame on column bases, precast concrete beam and hollow pot floors and roof, precast concrete exposed aggregate cladding panels, aluminium windows and

ESPLEY-TYAS CONSTRUCTION GROUP

P.O. Box No. 6, Park Hall, Salford Priors, Evesham, Worcestershire
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STD (078 988) 3721

£2m to Norwest Holst

AMONG THE latest contracts totalling nearly £2.2m awarded to Norwest Southern is one worth £800,000 for a five-storey office block at Station Road, New Barnet, Herts. Crouch Developments awarded the contract for which the architects are the Tripe and Wakeham Partnership. Completion is due in October.

Norwest Holst Northern has been awarded a £24,500 contract by English Industrial Estates Corporation for alterations to a factory at Wilson Road, Hyniton, Merseyside. Three contracts totalling £352,804 have also been awarded to Norwest Holst Soil Engineering. One is from the Welsh Office (£113,804) for site investigation for the A55 North Wales coast road on the stretch from Llandudlas to Aber, another is a £120,000 contract from Sheffield Metropolitan District Council for site investigation for the Don valley intercepting sewer in Sheffield and the third involves site investigation on a twelve km stretch of the Oxford-Birmingham road north of Banbury for the Midland Road Construction Unit at £110,000 plus the geotechnical costs.

Laing jobs at home

NEW WAREHOUSE and two-storey office block in Nunneaton comprise a £1.3m contract awarded to John Laing Construction which also announces an £800,000 contract awarded by British Home Stores. Work has started on the offices and warehouse for Adams' Childswear (subsidiary of Foster Brothers Clothing Company). The store extension at St. Albans, Hertfordshire, will be a new steel framed building constructed on reinforced concrete piled foundations with brickwork cladding. Work here is already under way and completion is expected next March.

Bowey busy in North

BIGGEST OF the latest contracts won by the Bowey Group is worth over £1.4m and is for the building of the Coquet High School in Amble for Northumberland County Council. When finished at the end of 1980 it will cater for up to 770 schoolchildren. Already at work on the £90,000 first phase of the redevelopment of housing at Kingsbridge, Longbenton, for North Tyneside Metropolitan District Council, Bowey has been awarded a £11,000 contract to construct the next phase of the scheme, all of which has been designed by the Newcastle architects Mauchlen Weightman and Elphick in consultation with the council's chief architect. At Murton and Newcastle, the

£3½m awards to Amey Roadstone

AMEY ROADSTONE Construction has secured two airfield contracts worth over £3.5m. At Gatwick Airport, the British Airports Authority has accepted Amey Roadstone's tender for the construction of a new western apron with a value of some £2m. The company is already engaged in the construction of a long term car park on the airfield. The other contract, awarded by the Department of the Environment, has accepted the company's tender of about £1.6m for resurfacing the main runway and other works at the RAF Station Chivenor, North Devon.

Housing for Walter Llewellyn

THE EASTBOURNE, Sussex, based Walter Llewellyn and Sons has successfully tendered in competition for a contract for 115 houses and flats at Bushfield Shaw Site 2, Redhill, Surrey, for the Coastal Counties Housing Association. The scheme was designed by architects Philippen Randall and Parkes of East Molesey, Surrey. The quantity surveyors are Seymour-Robinson Atkinson Partnership. Value of the contract is over £1.6m and the company will use its Quikbild timber frame method of construction.

Bovis in the high street

TWO NEWLY awarded contracts for Bovis Construction cover work in the main thoroughfares of Egham and Sutton, Surrey. Two-storey banking premises at Egham for National Westminster Bank will take about 48 weeks to complete. The company is carrying out a £5½m re-construction of the Medhurst departmental store in Bromley for the UDS group which has now awarded further work for a project concerning Shippers store in Sutton. Latter job is valued at about £30,000 and involves the provision of a new abop front, installation of a new escalator, and the construction of a new shop front/entrance to the adjoining building.

Housing for Finnegan's

INCLUDED IN contracts worth more than £2.6m awarded to J. F. Finnegan are two projects for the construction of council houses for Kirklees Borough Council and Shepley District Council. Kirklees job is for 88 new dwellings on a site at Dale Lane, Heckmondwike, while a £900,000 plus contract by Shepley is for more than 70 flats and houses at Reachfields, Hyde. Other new work includes phase two of a large school project at Tunbridge Wells for the Roman Catholic Diocese of Southwark, house improvements for Peterborough City Council, and work for Leamington Housing Association.

£22m assigned to Mears

OVER £22m of uncompleted contracts previously undertaken by Mears Construction have been assigned to the new Mears company. Director Mr. R. W. Bale, formerly managing director of Mears Construction, told the Financial Times: "Most of the existing contracts have been won back because it has been made clear by Mr. D. D. Land, chairman and managing director of the Nuttall Group, of which Mears is now part, that the latter will retain its identity as well as most of its staff."

The company is concentrating its activities in the UK, retaining its headquarters at Dorcan House, Swindon, and branches at Southampton, Plymouth, St. Neots and the Wirral, with plant depots at Crayford and Eastleigh. Mr. Bale said that the company was already tendering for new work, particularly sea defence contracts, road projects and building. "I am really very confident about the future," he declared.

Sports and leisure centre

OF SEVEN new construction projects (total value £2.25m) awarded to the sport and leisure division of Shepherd Building Services one is a £1.5m sports centre development at Prior Lane, Macclesfield, Cheshire, for the local borough council. Site work has started and completion is due in August next year. Two major contracts worth just over £260,000 each are a 12-court squash complex at the Lee Valley Park between Ware in Hertfordshire, and London's East End, and a squash club at Welwyn Garden City. Smaller projects include a £40,000 job to build two back-to-back courts at Reading for the Prudential Assurance Company, a £60,000 three-court centre with office and canoe storage facilities adjacent to a riverside swimming pool at Braintree for the district council, and a £24,000 two-court glass-back development at Mildenhall Upper School for Suffolk County Council.

French Kier wins £9.9m

COMPANIES WITHIN the French Kier Group have been awarded eight contracts which together total nearly £10m. Largest job for French Kier Construction is for stage two of the A283 Bramber-Steyning by-pass for the West Sussex Council and is worth £1.5m. Another £288,147 contract is for alterations and adaptations of Brighton Polytechnic for East Sussex County Council.

Remaining six contracts, worth over £7m have all been awarded to Robert Marriott of Rushden, Northants, part of the French Kier Group. Work to be undertaken by Marriott includes construction of houses at Milton Keynes, a single storey comprehensive school for Northampton County Council, flats for the Anchor Housing Association at Oxford, and old persons bungalows for Northampton Development Corporation.

IN BRIEF

UNDER A £617,000 contract from Allied Suppliers (Properties) Costain Construction is to erect a supermarket in Roman Road, London, E3. Construction will be of steel frame with part load bearing brickwork. The supermarket will provide 2,766 square metres of ground floor shopping area with 830 square metres at first floor level. Architects for the project are Grainger and Day. Work has begun and is due for completion in October.

WHO'S MOVING INTO NO. 10?

No. 10 Throgmorton Avenue. That's the address of Security Trust's new branch in the City which opens today. Security Trust has its headquarters in Birmingham and is a wholly owned subsidiary of America's Beneficial Corporation, one of the largest financial groups in the world. The move is the logical outcome of continuing growth in the Midlands by an institution dealing in all aspects of banking.

The Manager Bill Ward and his staff will be delighted to meet clients old and new to discuss commercial and personal loan arrangements or deposit facilities at very attractive rates of interest. Apart from representing all of Security Trust's interests in the City No. 10 Throgmorton Avenue will be an important new address for commercial business and commercial lending.



Security Trust Company Limited, 10 Throgmorton Avenue, London EC2N 2DL. Tel: 01-638 6541/5
Head Office 9 Temple Street, Birmingham B2 5BS.

The war that never ends

We British are a peaceful people. When a war is over we like to consign it to the history books - and forget it. But for some the wars live on. The disabled from both World Wars and from lesser campaigns, now all too easily forgotten; the widows, the orphans and the children - for them their war lives on, every day and all day. In many cases, of course, there is help from a pension. But there is a limit to what any Government Department can do. This is where the Army Benevolent Fund steps in. With understanding, with a sense of urgency... and with practical, financial help. To us it is a privilege to help these brave men - and women, too. Please will you help us to do more? We must not let our soldiers down.

The Army Benevolent Fund for soldiers, ex-soldiers and their families in distress
Dept. FT, Duke of York's HQ, London SW5 4SP

EUROBONDS

The Association of International Bond Dealers Quotations and Yields appears monthly in the Financial Times. It will be published in an eight-page format on the following dates in the remainder of 1979:

May 14	September 10
June 12	October 15
July 9	November 12
August 13	December 10

There is a limited amount of advertising space available each month; if your company is interested in taking advantage of this offer please contact:

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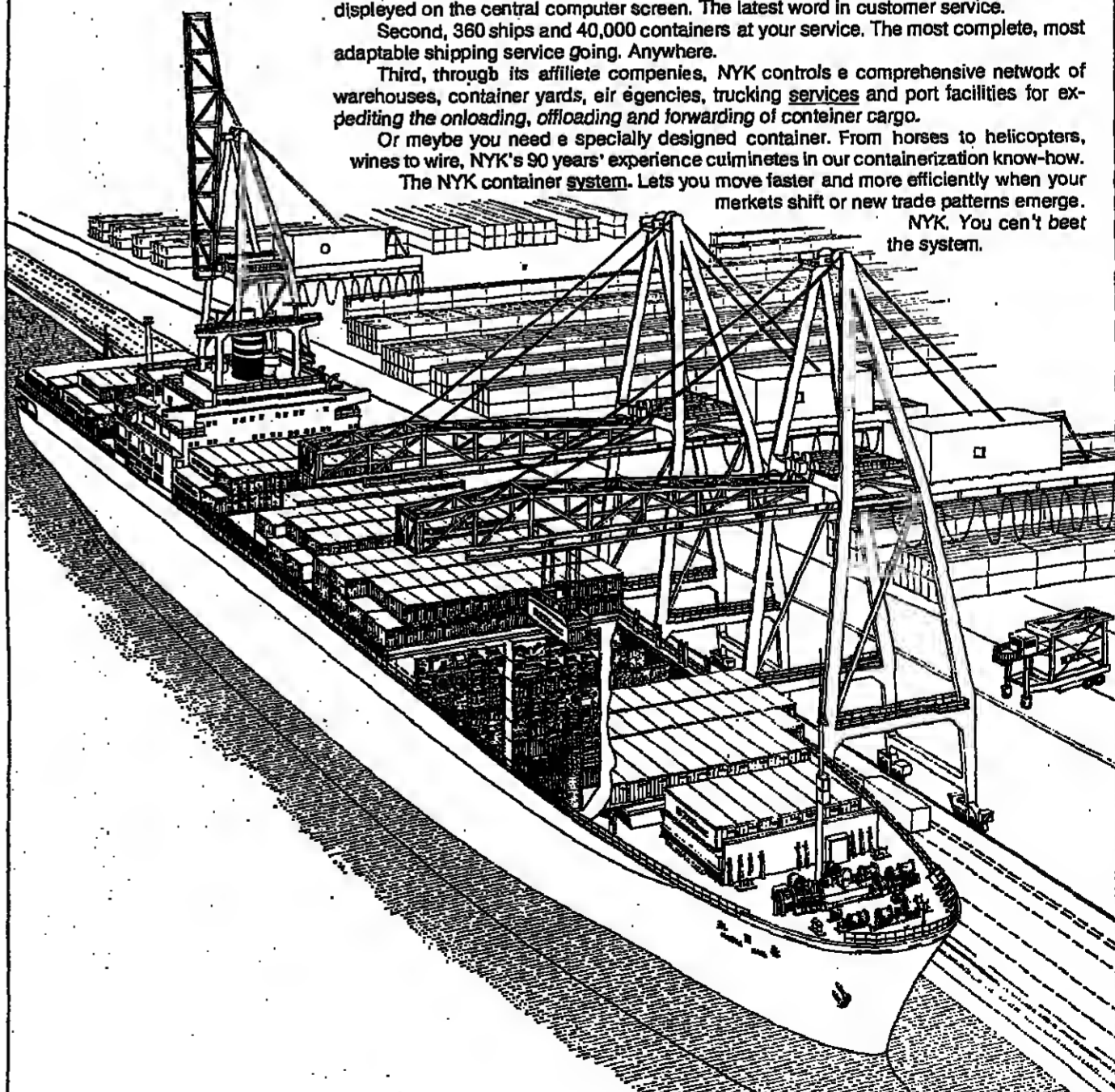
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The NYK container system. Lets you move faster and more efficiently when your markets shift or new trade patterns emerge.

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Lonrho accounting policies under crossfire

SOME 42 firms of auditors throughout the world contribute to the final group audit of Lonrho, the international trading conglomerate. But this wealth of accounting advice has not prevented the group from having to fend off a good deal of criticism.

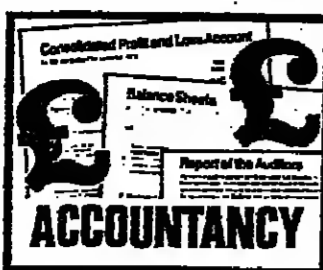
Last week, for instance, the three directors of Scottish and Universal Investments opposing Lonrho's bid for the company refused to touch any offer which included Lonrho equity in their defence document set out a list of six "material considerations" in evaluating Lonrho's shares. One of the points listed concerned Lonrho's treatment of depreciation.

This attack on its accounting policy has come immediately after a stinging match which resulted from the attempt by Gulf Fisheries, a privately-owned Kuwaiti group, to force two of its nominees on to Lonrho's Board. The move ended in failure earlier this month.

Had the two Gulf men ever got to the Lonrho Boardroom one of the key areas to which they were ready to devote special attention was "the effect on Lonrho's market rating of the accounting policies adopted by Lonrho." The implication was that changes which Gulf had in mind would lead to an improvement in Lonrho's market status.

It is true, of course, that there are controversial aspects to Lonrho's accounting policies. The company has attracted attention for its insistence on consolidating a share of profits of House of Fraser although it owns, directly, slightly less than the 20 per cent stake given as a minimum in SSAP 1 (the statement of standard accounting practice which deals with the treatment of associated companies).

There is also the question of its depreciation policy, under which prior years' provisions, no longer required because the



group regularly revalues its assets, are added back to profits. In 1977-78 this write-back represented 16 per cent of pre-tax profits.

The SLITs defence document this week contained calculations from which it argued that without this bonus the pre-tax profits of Lonrho, instead of remaining roughly unchanged, would have fallen by 14 1/2 per cent during the last two years.

The practice was defended to the Monopolies Commission by Peat Marwick Mitchell—one of the joint auditors—as being acceptable, given adequate disclosure. "It is, though somewhat unusual," All right, presumably, so long as you carefully read the notes at the back.

At this point, however, a logical flaw appears in Gulf Fisheries' argument. Why should Lonrho have adopted accounting policies harmful to its market rating? A more normal explanation of any unusual policies would be precisely the opposite—that they had been designed to improve the figures and help the share price.

How, then, did Gulf come to believe that Lonrho's ratings was actually being damaged? The arguments were never produced, but by implication Gulf must have reckoned that Lonrho had miscalculated. Perhaps controversy was making these accounting policies counter-productive, notably by discouraging the institutional shareholders of the City.

However that may be, Gulf was not the kind of company best fitted to change Lonrho's image. Lonrho lunched with

obvious relish into counter-accusations about the accounting practices of Gulf's associated public company in Kuwait, United Fisheries, which at one time held a sizeable stake in Lonrho.

Both 1974 and 1975 were bad years for shrimps. But at the end of 1974, just before its accounting date, United Fisheries revalued its Lonrho stake to well over the London market level. "This revaluation would not have been in accordance with United Kingdom accounting practice," thundered Lonrho. And at the end of 1975 United Fisheries made a large profit out of the sale of Lonrho shares to Gulf Fisheries, a private company, also at well above the then London market price.

Why should not Sheikh Nasser, Gulf's owner, shuffle assets between his public and private interests if he wished to? Gulf pointed out that any benefit to United Fisheries was provided at the expense of the Sheikh and his family, who incidentally also benefited from a jump in the share price of United Fisheries. Meanwhile the revaluation of the Lonrho stake in United's end-1974 accounts was "approved for the purposes of the accounts by United's auditors, a leading firm of chartered accountants." For some reason these auditors—the Kuwaiti firm of Eader Al-Bazie—was not actually named in the circular to Lonrho's shareholders.

Finally, Lonrho seized a sledgehammer to crack a nut. "Lonrho's accounts are audited by independent British firms of auditors who have never criticised the accounting policies of your company throughout the period of the association with Sheikh Nasser," the company told shareholders. "Your company's accounts for this and every other year have not been criticised by any professional body."

Barry Riley



Mr. Van Rafelghem (centre)—setting his airline a slow course for break-even within five years

Michael Donne on the Belgian national airline's plans to climb out of the red

A long haul for Sabena

OVER THE past ten months, the wind of change has been blowing through the corridors of Sabena's head office in Brussels. For last June, concerned over the airline's mounting losses, the Belgian Government made some sweeping changes in the top management of the airline.

Among them was the appointment to the chairman's post of a long-standing civil servant, Carlos Van Rafelghem. The objective was to try to bring Sabena back into profit as soon as possible, in an increasingly tough climate for the world's airline industry, characterised on the one hand by mounting pressures for cheap fares, and on the other by rising costs, including soaring fuel bills—both with an inevitable squeeze on margins.

Mr. Van Rafelghem, formerly assistant chief of staff of the Minister of Transport, and before that a member of the staff of the Belgian Treasury and the Minister of Culture and Flemish Affairs, swiftly restructured the day-to-day management of the airline.

In particular, he made the operations department responsible not only for operational affairs but also actual sales, to give ground and air crews a commercial as well as an operational motivation. At the same time, he widened the scope of the marketing department, to include in it such matters as sales promotion, and the formulation of fares policy.

While Mr. Van Rafelghem declares his determination to make Sabena profitable again,

he is not planning to hurry. He has set himself a target of break-even within five years. He has already achieved some success, for losses of BFr 2,280 (about £35m) in 1977 were cut to BFr 1,680 (about £25.4m) in 1978, and he has high hopes of a further improvement in the current year.

His explanation of the airline's difficulties is simple. It overstretched itself, trying to fly on too many routes to too many places.

Overall aims

"As an airline where the State is the main shareholder, Sabena gave the impression that we were not required to be as competitive as others," he says, but adds that this is an impression he is determined to change. Some routes have already been cut out—for example, to Havana, Guatimala, Montevideo, Buenos Aires and Santiago—and some staff have left the airline and have not been replaced, though the labour force has remained roughly stable at about 10,000 since 1977.

His overall ambition is to break-even by 1983, with profits hopefully materialising in the next "five-year plan" thereafter. "Five years is a very necessary period," he says. "To try to do it in a shorter time is impossible. We are too deeply in the red." And he points out, one has to take into account a wide variety of other problems—the recent situation in Iran which has hit fuel supplies

worldwide and forced up fuel costs for all airlines; the deregulation in the U.S. and the increased competition on the North Atlantic; and the need for far-reaching increases.

Mr. Van Rafelghem bases his strategy on the simple expedient of cutting costs sharply, getting rid progressively of the losses which even at last year's better level of BFr 1,680 is "simply unbearable."

"One of the first management objectives is to slow down the pace of development of costs," he declares. He hopes this will bear considerable fruit within the next few years, especially if Sabena develops its sales at the same time. "We believe that the world market itself will continue to grow, and we intend to grow with that part of the market we already serve."

But Mr. Van Rafelghem has set his mind firmly against massive dismissals in the company. Rather, he intends to freeze all but essential recruitment, not replacing staff who leave. "We have to manage the personnel in this company as it has never been managed up till now," he says.

"In the past, you just said you needed so many more people, and you got them. But from now on, having let go a certain number, I believe you will see productivity improving—not that lack of productivity in Sabena is all that evident, but an improvement is needed to escape from it."

Mr. Van Rafelghem is aware that he could produce profits much more quickly than in five

years, by laying off, say, a thousand people immediately. But this, he says, would be too ruthless an approach. "The employment market is so closed at present, not only in Belgium but elsewhere in Europe, that specialist personnel from Sabena would have nowhere else to go."

As a result of this policy of moving slowly, Sabena is not in the market for a major expansion of its fleet, or its route network, in the near future. It foresees a need to increase its long-haul fleet of DC-10s by perhaps two or four aircraft in the not too distant future, but it is not yet ready to invest in "the European Airbus," although a purchase of a A-310 version in the longer term is far from being ruled out.

Careful watch

But for the time being, the airline will make do on short hauls with its Boeing 737s of which it has 15, and will take its time over finding a replacement for its Boeing 707s. It is not, therefore, immediately discussing such aircraft as the new short-to-medium range Boeing 737 or 767, but Mr. Van Rafelghem makes it clear that the airline's planners are keeping a careful watch on all new aircraft ventures.

So far as the route network is concerned, the airline's prime objective is to ensure that it can maintain its position on its short-haul European network and its longer routes to Africa,

and to the U.S., in the face of intensifying competition. For the medium-term, it is seeking to operate additional routes to which traffic rights have been obtained (it started a service with Boeing 747s to Atlanta, Georgia, this spring), and wants a new northerly (polar) route to Japan. In the longer-term, it might also be interested in flying to Peking.

Commenting on fares policies, Mr. Van Rafelghem says he is opposed to the extension of ultra-cheap fares in Sabena. "Our passengers are not so much tourists as business travellers, who want a quiet flight, a good flight, without problems, on time and with reliable service and so on. This we feel we already offer for the most part, but we are trying to improve it. But while like others, we are trimming our prices, we are not coming down to the foolish levels of some other airlines."

"For example, we do not believe that Stand-By fares are all that beneficial to us. We do not have them at present, and we do not intend to offer them. I think that ultra-cheap fares and the best possible service are not compatible. We want to offer the latter, and of course, good service means personal service. You have to pay people for serving others. You can't serve people by machines."

As a philosophy, it appears already to be working for Sabena. Mr. Van Rafelghem still has four years or more of his five-year plan to go, but on present form, he seems well set to achieve his ambitions.

System Dynamics—Applications in Strategic Planning. London, June 18-22. Fee: £350. Details from Joint Programme Director, London Business School, Sussex Place, Regent's Park, London NW1 4SA.

Product Management, Brussels, June 25-28. Details from Management Centre Europe, avenue des Arts 7, B-1040 Brussels, Belgium.

BUSINESS COURSES

The Art of Managing Your Department, London, May 25. Details from Conference Department, British Institute of Management, Management House, Parker Street, London WC2B 3PT.

Financial Systems, London, June 25-27. Details from AMR International, 6/10 Frederick Close, Stanhope Place, London W2

When God Can Take The Blame—Seminar to Define Force Majeure, London, June 25. Fee: £80 plus VAT. Details from Legal Studies and Services, Norwich House, 11-13 Norwich Street, London, EC4A 1AB.

TONIGHT

The Party Leaders

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World in Action special: *The Granada 500 meet the Party Leaders*

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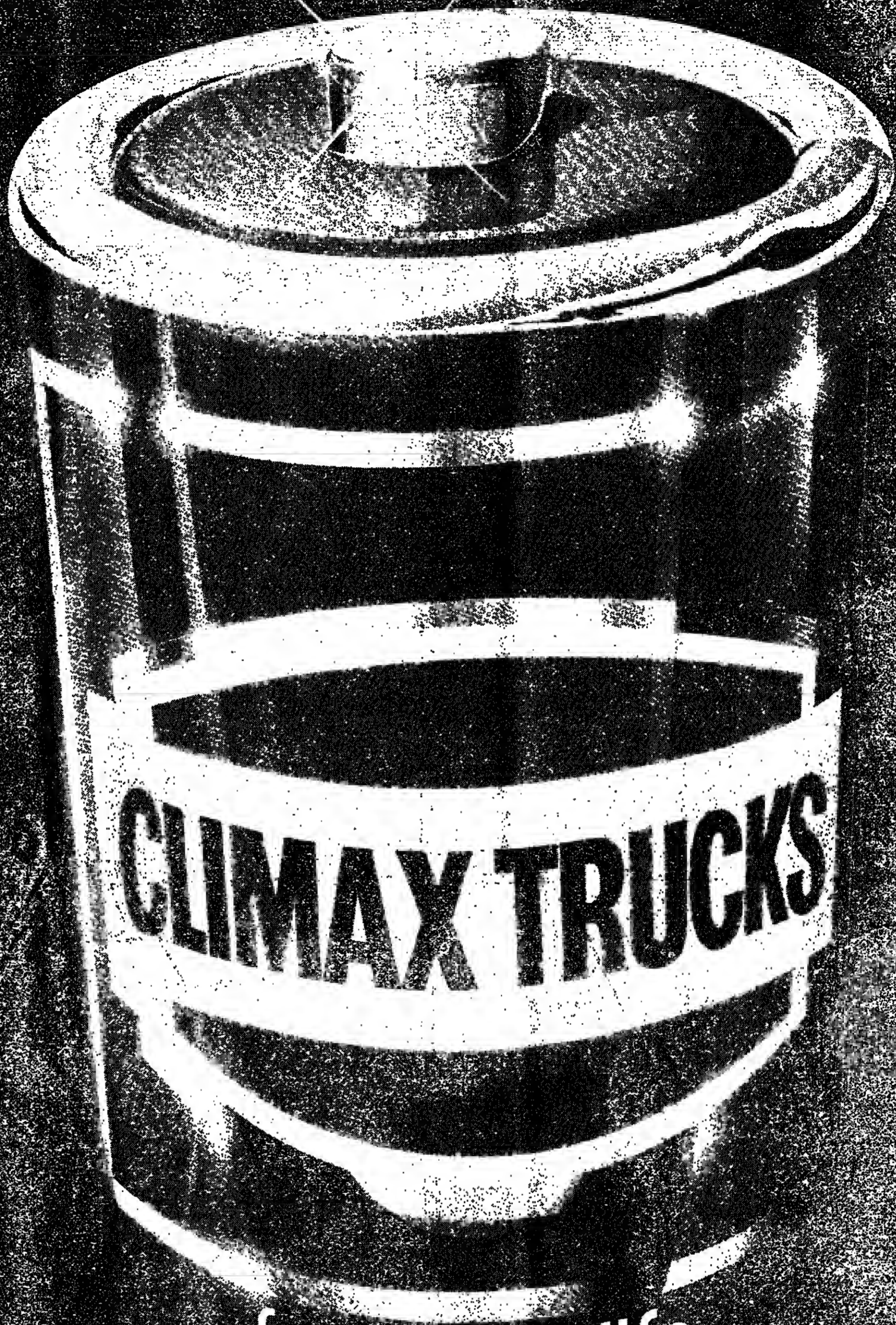
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OMBARD Do what I say not what I do

BY SAMUEL BRITTAN

A SUSTAINED attack is required on restrictive practices at all levels. Procedures, however desirable in the past, which stand in the way of improved performance must be re-examined. This is the only basis for sustained expansion and a growth of real earnings.

How many times have we read similar statements of obvious and over-familiar truths in government White Papers? Such statements were staple fare in a time of Cramps. They have been repeated by all subsequent governments and will no doubt be reiterated by the next administration, whatever its political complexion.

The statements remain the same, partly because the problems do. But also because the people who write them are the upper civil servants—the permanent politicians as they have been so aptly called—who stay at their desks from one election to the next. And it is officials, not ministers, who draft documents as well as advise on their contents.

You might then expect them to take an equally strong stand against restrictive practices on their own patch of ground. Or knowing human nature you might not. And in the latter you would be right.

Dilution

The Administrative Civil Service has long operated a virtual ban on dilution by outside entrants who have not gone through the craft apprenticeship of training on the job. A Permanent Secretary advising a minister will normally have spent the past 30 or 40 years working in Whitehall.

Another thought among the proponents was that Whitehall was suffering from a "retirement blight". Recruitment to Whitehall in the very early post-war years was exceptionally high and there is not an equally large field of choice for replacement of top positions.

But these mild revolutionaries did not get their way in the staff associations, who have voiced strong reservations about this extremely minor dilution, which blue collar trade union leaders would have taken in their stride.

Indeed, it has been said that Permanent Secretaries will refuse to employ anybody appointed under the new scheme, and that therefore the new entrants would all have to be placed within the Civil Service department itself. This of course is sheer fantasy. However sceptical Permanent Secretaries may be, one can hardly see them "blacking" approved appointees.

But the idea first advanced by academic writer Brian Chapman, as early as 1963, that senior posts above Assistant Managers

should be advertised as a routine was sheer heresy. Now at long last a microscopic dose of this heresy has been introduced. Seasoned Whitehall observers have been startled to see advertisements for permanent posts for Under Secretary at salaries of "£15,000-plus" designed for "men and women with recent substantial experience and responsibility in an industrial, financial or commercial organisation." Preference is to be given to specialists in "financial control, project management and appraisal, corporate planning, personnel management and industrial relations." Experience of dealing with government departments is mentioned as an advantage.

This is still a far cry from the Chapman idea. The Civil Service Department is thinking of three appointments (on an experimental basis) out of a normal annual promotion of 50 to 60 to Under Secretary level. Some bright sparks in the First Division Association (which represents upper civil servants) were so long as the litigation over thalidomide continued: a temporary and not permanent dampener on publication.

Early in 1973 The Sunday Times snatched a victory from the Court of Appeal, only to

be thwarted by the same Attorney-General taking the matter to the House of Lords, and successfully, in July, 1973, having the injunction reinstated. In June 1974, at the point where the last of the parents were settling their claims against the manufacturers, the injunction was discharged. After nearly four years the contentious article, with minor modifications, appeared for all to read.

Throughout the fascinating forensic exchanges and learned judgments: the contest in the English courts has been between the freedom of expression and the fair administration of justice. The latter triumphed because the judges thought that the tragedy of the thalidomide children as emotively portrayed in incomplete if not unreliable newspaper stories would swamp a fair consideration of the manufacturers' defence to the charge of carelessness.

Lord Reid put it in the most compelling way: "What I think is regarded as most objectionable is that a newspaper or television programme should seek to persuade the public by discussing the issues and evidence in a case before the court, whether civil or criminal, that the court is likely to reach a wrong verdict." In other words, while the best test of truth is the power of the thought to get itself accepted in the competition of the market, judicial truth is entitled to have its say first

and the public must wait any other view of the truth.

That indefatigable fighter for Press freedom, Mr Harold Evans (editor of The Sunday Times), was far from beaten. He took his case to the European Commission on Human Rights, and last Thursday the European Court of Human Rights at Strasbourg vindicated his stand. By 11 votes to nine (each member-State of the Council of Europe has a judge on the court): the Court held that, unlike the House of Lords interpreting the contempt laws of England, it was not faced

with a choice between two conflicting principles, but with a principle of freedom of expression subject only to a number of exceptions which had to be narrowly interpreted.

Article 10 of the European Convention on Human Rights guarantees not only Press freedom but the right of the public to be properly informed. The families of the victims of thalidomide who were unaware of the legal difficulties had a vital interest in knowing all the underlying facts and alternative resolutions of the litigation. It would be right to deprive them of the information con-

veyed by the Sunday Times exposed only if it was clear that its diffusion would have presented a threat to the "authority of the judiciary." The court concluded that the interference complained of did not correspond to a social need sufficiently pressing to outweigh the public interest in freedom of expression. The restraint was disproportionate to the legitimate aim pursued; "it was not necessary to a democratic society for maintaining authority of the judiciary." Since English judges are not slow to say that they are always capable of paying

attention to the Protection of Human Rights and Fundamental Freedoms.

Under our present law of criminal libel a person's freedom of expression, whenever it involves exposing seriously discreditable conduct of others, is to be suppressed by public authority unless the author can convince a jury retrospectively that his utterances were for the public benefit. Article 10, on the other hand, requires that the freedom of expression shall be untrammelled by public authority except where its interference is necessary for the protection of the public interest.

Our law of criminal libel thus turns Article 10 on its head. It will not survive the scrutiny of the Court at Strasbourg. Neither will, one suspects, the law of blasphemous libel, if only because it is ostentatiously discriminatory in favour of Christianity to the exclusion of other religions.

What seemed, therefore, as a mild corrective from Strasbourg, to our contempt laws, in fact proves to be a powerful weapon for revision of all our laws touching on free speech.

The Sunday Times case has provided something more than a "revelation" in that it has thrown a spotlight on the whole area of free speech. Some electors might even ask their candidates what steps the next Government will take to bring Britain into line with European standards.

Piggott chooses Jeroboam as his 2,000 Guineaas mount

RIDING PLANS for the 2,000 Guineaas prospects now seem nearly complete, following the news that Lester Piggott will be aboard Jeroboam and that Yves Saint-Martin will probably partner Lyphard's Wish.

The riding arrangements for Lyphard's Wish has been extraordinary, and both Cecil and

might well prevent his stepping in. Now, following the news that Junius, a disappointing fifth behind Gerald Martin at the Cotswold Saturday, will ride the "big race" Piggott has had to switch. Jeroboam is his choice. Fate plays some extraordinary games and the irony of a victory for Jeroboam with Piggott a late substitute is certainly not such a remote possibility that it can be totally discounted.

We should certainly know a little more on the subject by Thursday evening. It was at the Craven meeting that Harry Wragg's colt almost succeeded in following a major gamble on Lyric Dance in the Fote Free Handicap. A win or narrow failure by Tre's Lyric Dance in the 1,000 Guineaas on Thursday afternoon will see many turning to Jeroboam at around 14/1 for arguably the best each-way value in a 2,000 Guineaas which may not require a tremendous amount of winning.

Yves Saint-Martin, who has ridden some memorable races over the Rowley Mile, flies in on Tuesday and will be partnering Lyphard's Wish in his final piece of work of Wednesday morning.

Grande Repose, 5/30 Heppy Oye, "Terentia" (film) with John Agar.

ATV 1.20 pm Report West Midlands, 1.25 Report Wales Headlines, 1.35 Captain Nemo, 5.20 Crossroads, 6.00 Report, 6.15 News, 6.30 Crossroads, 7.00 News, 7.15 News, 7.30 Coronation Street, 8.00 Election in Action, 9.00 Election Broadcast by the Conservative Party, 9.30 Trilby's Progress, 10.10 News at Ten, 10.30 Monday Thriller, James Bond, 11.00 News, 11.30 News, 11.55 News, 12.30 pm Close: A letter by Beethoven read by Robin Scooby

ANGLIA 1.25 pm Anglia News, 2.00 Houseparty, 2.25 M1 Six Convicts (film) starring Mollie Michell, 5.15 University Challenge, 6.00 News, 6.15 News, 6.30 News, 6.45 News, 6.55 News, 7.00 News, 7.15 News, 7.30 News, 7.45 News, 7.55 News, 8.00 News, 8.15 News, 8.30 News, 8.45 News, 8.55 News, 9.00 News, 9.15 News, 9.30 News, 9.45 News, 9.55 News, 10.00 News, 10.15 News, 10.30 News, 10.45 News, 10.55 News, 11.00 News, 11.15 News, 11.30 News, 11.45 News, 11.55 News, 12.00 News, 12.15 News, 12.30 News, 12.45 News, 12.55 News, 1.00 News, 1.15 News, 1.30 News, 1.45 News, 1.55 News, 2.00 News, 2.15 News, 2.30 News, 2.45 News, 2.55 News, 3.00 News, 3.15 News, 3.30 News, 3.45 News, 3.55 News, 4.00 News, 4.15 News, 4.30 News, 4.45 News, 4.55 News, 5.00 News, 5.15 News, 5.30 News, 5.45 News, 5.55 News, 6.00 News, 6.15 News, 6.30 News, 6.45 News, 6.55 News, 7.00 News, 7.15 News, 7.30 News, 7.45 News, 7.55 News, 8.00 News, 8.15 News, 8.30 News, 8.45 News, 8.55 News, 9.00 News, 9.15 News, 9.30 News, 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THE ARTS

ENGLISH BACH FESTIVAL

Elizabeth Hall

Athaliah

by RONALD CRICHTON

On Friday the English Bach Festival returned to Handel's Athaliah, which they gave 15 years ago in the Sheldonian Theatre at Oxford...

in limbo between the styles of opera seria of which he had long been master and of English oratorio, bugely dramatic in different ways, in which he was to become supreme.

The excellent Miss HARRY delivered her big vengeance aria in Part 2 with icy precision. For the queen's short, but venomous outbursts in Part 3 she rightly avoided anachronistic 19th-century dramatic style...

The most consistently satisfying solo singing came from John York Skinner as Joad. Lillian Watson and Paul Hudson sang Josabath and Abner adequately without arousing much interest in either character.

The first great English oratorio, says Winton Dean of Athaliah which has a text by Samuel Humphreys based on Racine's tragedy Athalic. Even accepting the proposition that Racine into English won't go, the language of Humphreys is ordinary stuff.

Yet this performance did not suggest that the music, however innovative, is memorable in Handel's great vein. There is a feeling of being suspended in time, and further suggestions of secret canines and watchful sympathy.

Aldwych

The Taming of the Shrew

by B. A. YOUNG



Paola Dionisotti and Jonathan Pryce

Not all the characters in The Shrew are as mad as Petruchio and Katharina, but most of them carry eccentricity beyond the point where it would be tolerated in a normal society...

played by the heart is in hunting pink being an offstage baying of bounds at the end of the evening.

Well, Christopher Sly is not of much importance. Mr. Bogdanov's induction is, though, for it sets a mood of dotty excess that is maintained all the evening and ensures that we treat the brutal events of the main plot (not to mention Kate's final anti-feminist diatribe) only as jokes.

This Sly proves important for another reason, for he turns into Petruchio, stealing away from the Paduan citizens among whom he finds himself, to reappear later on a motor-bike, Greer behind him on the pillow. Apart from a change of accent and a greater fidelity to Shakespeare's lines, Jonathan Pryce retains most of Sly in

Petruchio, faintly suggesting that Sly dreams the whole thing. It is a marvellously funny performance, played in music-hall fashion with one eye on the audience and the other on the stage.

Paola Dionisotti makes the most of her commanding cbin as Kate, yet softens into a gentle wife after the dreadful conditioning she has been subjected to in her early married life. Zoë Wanamaker, as her sister Bianca, has become tougher than she was at Stratford.

The complexities of Bianca's wooing, with all those impersonations; give less room for outright farce, but nothing like romance is allowed to creep in. Mr. Bogdanov clearly believes that Shakespeare had his tongue in his cheek when he wrote that male-orientated conclusion. Petruchio's appeal to the audience, that if any of them knows a better way to curb a headstrong wife, "let him now speak," is followed by a pause of almost half a minute.

A good day for servants: David Suchet makes Grumio into a down-market Figaro or Sganarelle, and Allan Hendrick's Biondello bustles about just as his Costard did last week, keeping his superiors in order. (This Biondello will grow up to be Malvolio). A small brass band, sometimes a single euphonium player, wanders in now and then with surrealistic irrelevance; or more relevantly at such occasions as Kate's played wedding, where the angulish is amplified by a rainstorm.

The Theatre Upstairs

Psy-Warriors

by B. A. YOUNG

In a world as full of terrorism and revolt as our distracted globe, it is natural, and right, that the young writers should be obsessed with the problem of military security. We are torn between two extremes: the public must be protected from political violence, yet on the other hand we think it hard to accept the infliction of suffering in its prevention.

Psy-Warriors seem to me to belong, mutatis mutandis, as much to a boy's adventure yarn as to a serious inquiry into human rights. At any rate, this ensures close attention to the development of events and concern with their outcome.

David Leland's play has found a way of presenting the arguments on both sides with more or less equal force by imagining an Army psychiatric unit that trains Army volunteers to behave like guilty conspirators under interrogation, so that they will better understand terrorist psychology.

BBC 2/Radio 3

Khovanshchina by DAVID MURRAY

On Saturday evening, the BBC brought us the Bolshoi Opera in full cry for the penultimate evening of the splendid Opera Month.

What we saw missed both the accelerating sweep of momentous historic events in the long view, and on the personal scene the sharply selected details of character.

The Western conception of a producer's function in focusing and clarifying the dramatic shape of an opera has evidently not taken root in Moscow. Nor, for the most part, did the singer's histrionics exceed the limits of routine operatic semi-phone (though they undertook them with fine eye-rolling intensity), a pity in an opera that was meant to eschew conventional suggestions of secret

passion, and further suggestions of secret canines and watchful sympathy. Nesterenko's fastidious line made a difference; Alexander Vederikov's ripe Khovanshchina was a broader sketch, like V. I. Romanov's Shaklovitsoy, though in the simple terms of this staging they both carried out impressive weight.

Wigmore Hall

Rosemary Brown

by DAVID MURRAY

There may be readers who haven't heard of Mrs. Brown. She is a widowed housewife who writes down pieces of music at her piano, with only rudimentary musical training. These pieces recreate the styles of various composers, all of them well-known and dead.

Her output includes some small works that might be accepted, if found in some plausible place, as obviously authentic. On Saturday afternoon, Mrs. Brown introduced a recital by Timothy Carey of "recently received works by Beethoven, Chopin, Brahms, Schubert, Rakhmaninov and Liszt."

Halle to perform

Fireworks Music from a raft

The Halle Orchestra have agreed to perform Handel's Music for the Royal Fireworks from a raft on a lake at Sudbury Hall, on the Derbyshire-Staffordshire border, during a fireworks display.

world-famous orchestra has performed floating on a lake. They have quite readily agreed to the idea. Life is so dull these days that we thought we would do something spectacular.

Mr. Gordon Clark, director of the Arts Society at Abbotshole Public School, Staffordshire, where he is a master, said that the excavator firm of J. C. Bamford at nearby Reister, Staffs., who were sponsoring the concert, had built the 50 ft x 50 ft raft, which would be tried on water next week by 100 boys and girls from the school.

oil drums for the concert on May 31, between 2 p.m. and 10.30 p.m. About 2,000 tickets have already been sold and Mr. Clark said: "We expect to sell the remaining 300 tickets quite easily."

Silver medal for Darwin series

Two BBC television series took Royal Television Society awards in London last night. The society's silver medal went to Bryan Magee for his BBC 2 series Men of Ideas, and to Christopher Ralling for his BBC 2 series The Voyage of Charles Darwin.

Other awards: Best performance—Jan Holm, as J. M. Barrie in the BBC trilogy Lost Boys. Most original programme—ITV's Kenny Everett Video Show. Best design, Barry Newbery for Lost Boys. The List Boys series won a third award, best writer for Andrew Birkin.

Festival Hall

Lina Lalandi

by NICHOLAS KENYON

Miss Lalandi moves in a mysterious way her wonders to perform. Having assembled for her Festival Hall concert on Friday the large choir and orchestra, she proceeded to use them in only one work (Bach's Magnificat), clearing the stage in the second half and reducing the players to a chamber ensemble, in order to display once again the talents of the Festival Dancers.

a cutting edge through the times of "Et misericordia", a pity their precision was not matched on the whole by the conventionally-voiced soloists or by the commendably adventurous but insecure players of the slide trumpets. The youthful English Bach Festival Chorus sang crisply; unusually, the clear-voiced tenors and basses outsang their female counterparts.

Mr. Parrott might have been forgiven for playing safe and following his performers, but he is not a conductor to conduct anyone else's idea of a work, and this Magnificat was completely individual: sparklingly alive in its articulation, bouncing with rhythmic life, but relaxing in the solo numbers into a light-footed lyricism which brought out the most distinctive qualities of the baroque instruments. Specialised to hear a full band of 15 period-style violins in this hall, sliding with

The Swedish soprano Helena Döse is well-known to British opera-goers for her appearances at Covent Garden and Glyndebourne, but Saturday night's Wigmore Master Concert was her first London recital. Her voice, a healthy lyric soprano, has sufficient vibrato to sound idiomatic in Italian music, but an emotional reserve prevented her from making its full impact. In Mozart and Wagner this reserve is barely discernible, while in the concert platform Miss Döse's winning manner spoke directly to her audience.

Wigmore Hall

Helena Döse by ELIZABETH FORBES

The first half of her programme was devoted to Scandinavian composers. Grieg's songs may contain more lyrical feeling than intellectual matter, but his settings of Ibsen's "Water Lily" or Bjönsön's "The First Meeting" are in no way unworthy of the poems. They were sung with the requisite simplicity, as well as generous, burnished tone. The soprano's compati-

riot, Peterson Berger, three of whose folk-songs, arrangements of Richard Strauss, but he inhabits a musical world that never progressed far beyond that of Lohengrin. His songs are immediately attractive and the singer delivered them persuasively.

The springtime joy and ecstasy of songs such as "Befreit" and "Cécile," were admirably projected. Geoffrey Parsons is always the model accompanist; also caught the rapturous mood of these Strauss settings. Having no need, with a singer just entering on her prime, for that exacting tact with which he sometimes supports sopranos past their first youth, Mr. Parsons treated himself—and us—to playing that gleamed with polished enthusiasm.

With a "Water Lily" or Bjönsön's "The First Meeting" are in no way unworthy of the poems. They were sung with the requisite simplicity, as well as generous, burnished tone. The soprano's compati-

For her final group of songs by Richard Strauss, the Swedish soprano produced a greater refinement of tone, as well as a more sculptured line than she had hitherto obtained.

London Festival

Ballet for China

The London Festival Ballet will become the first Western ballet for 20 years to perform in China, with a season in Peking and Shanghai, a spokesman said. Artistic director Beryl Grey is taking 65 dancers. The season opens in Peking on May 10 with "Giselle."

RUGBY BY PETER ROBBINS

Radical change brings problems

THE PAST 20 years have seen tremendous changes in the laws of Rugby Football and as a result the style of the game has changed quite radically.

There are, unmistakably, more chances to attack and more space to use than ever before and so there are wider opportunities.

When we talk about the game we do not just mean the activity of 30 men for 80 minutes on a Saturday afternoon. We must also consider the traditions and the whole ethos because although many advantages have accrued from the spread of an enthusiasm for the game, progress has brought its problems.

scoring a try. The picture of J. P. R. Williams on the balcony at Cardiff after the Welsh victory over England, arms raised like some Messiah, seems to me to be totally lacking in dignity and quite alien to the spirit of the game.

It took time for sponsorship to be accepted by the establishment and rugby's administrators move cautiously in this field.

Obviously any company investing money in sport wants a say in how and where it is spent, but thankfully those companies who provide rugby sponsorship have been sensible enough to be guided by those they sustain. The Rugby Football Union has cause to be grateful to the several bodies, notably clearing banks, for their support in producing important coaching pamphlets and the like.

My views on the growing violence in Rugby are well known, but I also worry about such things as poor crowd behaviour. It is extraordinary that even the Scottish Rugby Union has had to make a programme appeals this season for silence when kicks at goal were being taken. Cardiff Arms Park used to be well-mannered but is no longer.

But John Player was the first major sponsor of Rugby in England. Their money goes directly to the clubs in increasing ratio as the club progresses in the competition. This year the reserve fund receives the Bowring 28,700. With the Bowring group giving vital and general

support to the Varsity match, English Rugby seems well sponsored.

It was, therefore, as pleasant surprise to find that there was putting £100,000 over the next three years into the county championship. At first sight this seemed the wrong area to invest in because many believe that competition is an anachronism. However, I understand that the objective is to release other funds, at their level for other wider schemes.

Of course every sponsor wants to see his particular event a national success and it can be safely said that Schweppes has a winner in its support of the WRU Cup.

It has put in £80,000 over three years and has merely asked that as wide an area as players should benefit and especially the young. On Saturday, Bridgend and Pontypridd played to a full house with Bridgend winning an absorbing game 18-12.

The occasion highlighted the great depth of talent the Welsh have. Both sets of half-backs were skilful enough to put any

of them into an English jersey and the play of the Bridgend scrum-half, Gerald Williams, was most impressive.

Admittedly, Pontypridd kicked rather poorly but Williams was always there to cover and launch a counter-attack. The Bridgend passing was also crisper than anything seen at Twickenham and, of course, there was also Fenwick's boot to stress the necessity of that particular skill. What a great asset is to his club and country.

Bridgend also had in Viv Jenkins, their left-wing, their quickest and most adventurous man on the field. They also had the marvellous support from their flankers Jones and Gareth Williams. This pair also extinguished any Pontypridd attack and in a match between two fluent ball playing sides the struggle between the two back rows was crucial. Seldon and David were heroic for Pontypridd and were a great threat when their side rallied late in the game. Unlike Moseley, Bridgend had done enough and had enough defence left to thwart Pontypridd and so to round off their century year in the best possible way.

SOCCER BY TREVOR BAILEY

Palace hit form at the right moment

THEIR 2-0 victory over Notts County at Selhurst Park on Saturday, combined with the fact that only Brighton of the four other contenders secured a win from a home fixture, has bolstered Crystal Palace's chances of promotion just when it was beginning to look as if this young and comparatively inexperienced side would have to wait another season for First Division football.

Although at the moment occupying fourth place in the table, they have a game in hand over the three other contenders, while West Ham, in fifth spot, have virtually dropped out of the race. This means that two wins would leave them undisputed champions, and three points guarantee their going up whatever happens to the others.

It is now up to Palace, with the big threat not coming so much from Orient and Burnley whom they have to meet but from themselves, because they are inclined to panic under pressure and turn to physical effort, instead of football for salvation.

gifted Hilaira delicately infiltrated the County defence before providing Swindlerence with a perfectly weighted pass from which he scored with a splendid shot on the turn. The home supporters roared their approval and then, put the rampaging Murphy, with an issue beyond doubt, with all spectacular shot in the closing minutes, spent what must have been for them, just about the most entertaining, exciting and nerve-racking afternoon of the entire season.

A goal down, the visitors superbly promoted by Masson and were unluckily not to do so in the first half. They produced much fine creative play in which they hit the bar, a post, and exposed many cracks in the Palace rearguard. After the interval Palace took command and created no fewer than 10 genuine scoring chances, before their efforts were finally rewarded near the end. When a team enjoys so much of the game, but is unable to turn the constant pressure into goals there is always a danger of being caught out by a quick counter-attack and this nearly

occurred on several occasions. Crystal Palace are interesting to watch, with a positive, attractive style, and several outstanding young players. The three who caught the eye and imagination were a full-back, a half-back and a forward, with the most encouraging forward, a team seeking that balance in all departments which is so essential. Sansom is already one of the best attacking left-backs in the country. Built low to the ground, but on broad lines, like so many great scrum-halves, he has speed, tenacity, skill and is very hard to dispossess.

Totally involved midfield players able to dribble past opponents and storm through from behind to score have been an important reason for Liverpool's success. Murphy, in his first full season for Palace, has shown that he is fashioned in that mould.

fuse his own side, almost as much as the opposition. The talents of Duncan McKenzie have never been fully exploited, and Rodney Marsh ought to have had an even more distinguished career. Many brilliant individuals have failed to make any major impression after a few rare notices. With Terry Venables to guide him, Hilaira should escape that fate and could become a great footballer. This small coloured boy has the ability to beat an experienced defender from a standing start in a confined space.

If Palace make the First Division, they will need strengthening. This was very apparent on Saturday, when they not only missed too many chances, but were not tight enough at the back, though they possessed an excellent defensive record. One imagines that their manager will be looking out for a quality marksman, an industrious half-back with the ability to hit long as well as short passes, and additional cover for his rear-guard.

What really went wrong at Three Mile Island

By DAVID FISHLOCK, Science Editor

An American enigma

IN THE last month, the U.S. business community has been puzzling over a remarkable spectacle. The Carter administration, previously known for a populist distrust of bankers, has been pressing for a further tightening of credit.

Contradictory The main indicators, if taken at face value, tell a contradictory story. The disturbing rise in the inflation rate, the persistently high demand for credit, and the current crisis over oil imports all suggest an economy which still urgently needs cooling.

On the other hand, the most recent figures for national output show a sharp slowdown; and even if this were attributed to the harsh winter, the equally sharp slowdown in the growth of real consumer incomes is not promising for a recovery.

Problems in engineering

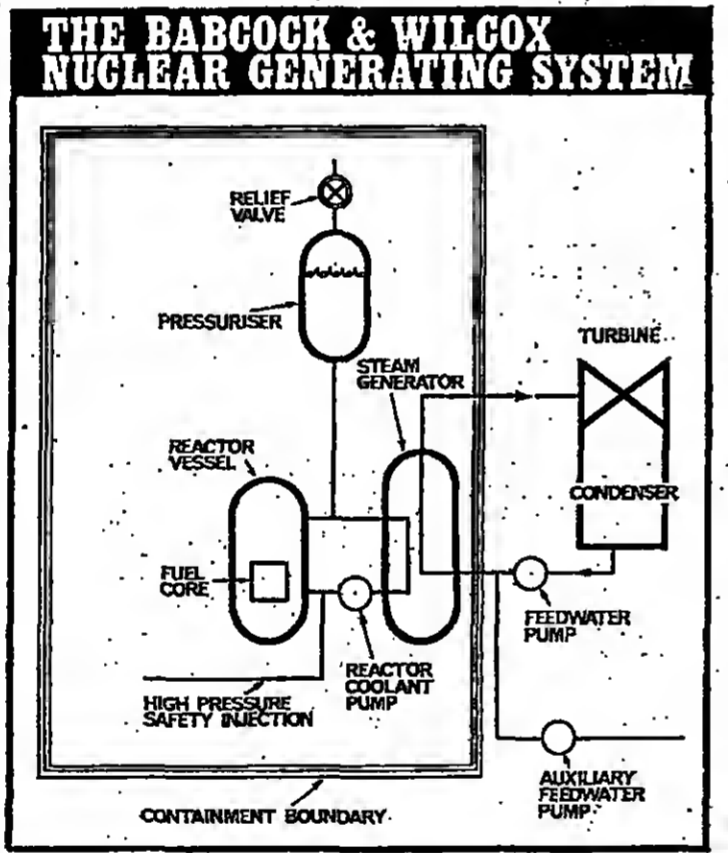
IN THE general enthusiasm for micro-processors and other forms of advanced electronics it is sometimes forgotten that the mechanical engineering industry, much of it producing fairly conventional plant and machinery, remains the bedrock of Britain's export performance.

Capacity Despite the recovery in capital investment last year, which is expected to continue at a slower rate in 1979, demand for mechanical engineering products in the UK is still probably below the 1973 level.

Overseas the industry has had to cope with the virtual disappearance of the Iranian market, which had accounted for more than 3 per cent of UK mechanical engineering exports.

TELL YOU, I'm learning a lot. This is an education." Mr. Peter Bradford confessed to his four fellow commissioners on the U.S. Government's Nuclear Regulatory Commission (NRC) at one point in the long hours of discussion which followed the reactor accident on Three Mile Island, Pennsylvania.

Popular film The China Syndrome introduces a new word to popular language: meltdown. The title is a scientific joke, a fantasy dreamed up by scientists with an American national research centre who postulated that if an American reactor ran amok to the point where its fuel fused into a big ball of molten uranium, the seething mass might bore a hole right through the earth to pop up again in China.



MEN AND MATTERS

Island issue comes home to roost

"Good Lord, no. We're not campaigning against David Owen or anyone else," Greenville Jones told me in mildly horrified tones.

Whether this unlikely issue helps topple Owen remains to be seen. "Owen has been no better or worse over this issue than his predecessors," says Greenville Jones even-handedly.

Poles apart

A publisher in Poland is set to embark on a venture certain to raise eyebrows in more conservative Communist circles. Wydawnictwa Artystyczne i Filmowe (Artistic and Film Publishers) propose to reprint a 10-volume edition of the standard work on Polish coats of arms.

capacity—say, one-sixth of the capacity of Britain's Central Electricity Generating Board. It serves about 4m people and had the distinction in 1964 of being the first U.S. utility to order a big nuclear plant, the Oyster Creek station, brought into operation by another of its subsidiaries in 1969.

Blue ribbon inquiry For the last word on this matter we will have to wait at least until President Carter's "blue ribbon" inquiry commission reports in six months' time.

Not properly understood

Nevertheless, there was a strong case for closing temporarily, at least all of the Babcock and Wilcox reactors. It was put last week to the five commissioners of the NRC by Dr. Denton, who said that the choice lay between shutting plants now, for one or more months, or finding remedial measures which could quickly be taken to avoid any risk.

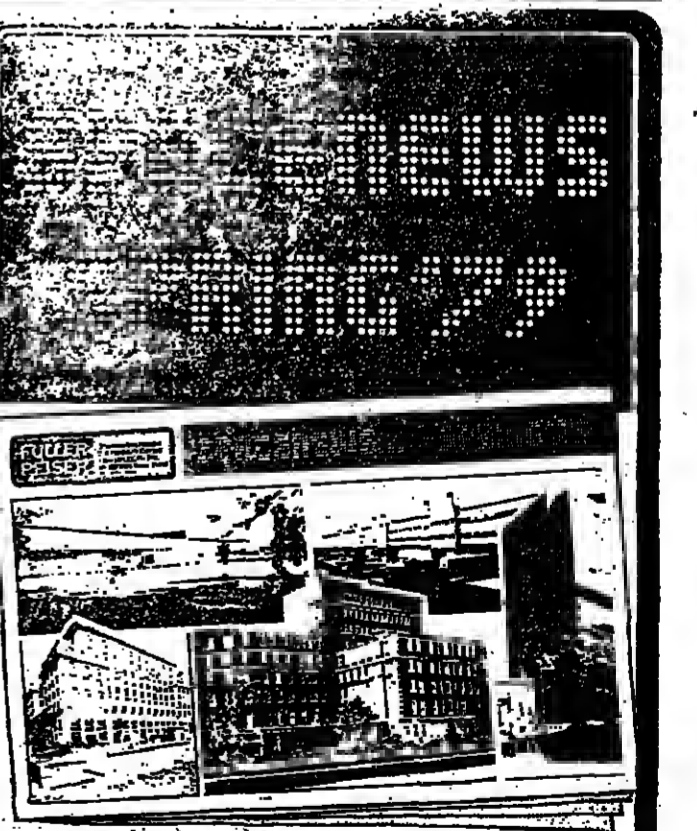


Control room of Three Mile Island 2 nuclear plant with (from left) Dr. Harold Denton of the NRC and Pennsylvania Governor Richard Thornburgh briefing President Jimmy Carter on the reactor accident a week previously.

some three megawatts, one-thousandth of that of the reactor at full power—cannot cause any further leaks of radioactivity. Then they must tackle the unpleasant task of repairing the damaged reactor core, and replacing the steam generator (boiler) dried out in the accident. The steam generator has probably been irreparably damaged.

Electricity costs

Mr. William Kubins, chairman of GPU, spelled out the problem to a Senate hearing last week. With two plants down it is losing electricity from other sources at a cost of about \$24m a month. "But it is forbidden at present to pass any of this cost on to customers."



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FINANCIAL TIMES SURVEY

Monday April 30 1979

مكتبة الصحافة

Argentina

General Videla's two years of authoritarian rule since the 1976 coup have turned Argentina back from bankruptcy and encouraged financiers to flock to Buenos Aires as the country's financial strength surges. The problems that must be tackled now are the galloping inflation rate — the world's highest — and the bitter and violent political undercurrents.

Economy back on the rails

By Hugh O'Shaughnessy

FOR THE past three years Argentina has been the darling of the world banking fraternity, and financiers have heaped ever more mouthwatering terms for loans. Part of the reason for the flock of lenders was the extreme liquidity in the banking centres of the northern hemisphere, but a good part too was the fact that in the Argentine capital there was a group of people, led by one man Sr. José Alfredo Martínez de Hoz, with whom the bankers knew that they could talk.

Sr. Martínez de Hoz became the Minister of Economy and undisputed economic overlord of Argentina within a few days of the coup d'état of 24 March 1976 in which General Jorge

Rafael Videla overthrew the crumbling, chaotic and discredited Government of General Peron's widow, President María Estela Martínez de Perón.

In the past three years he has had free rein to select his policies, and he has had some tremendous strokes of good luck. He has not had to worry about party political opposition or trade union pressure. General Videla put the parties and the unions in a muzzle.

The incoherent policies of a President who was constantly on the point of nervous hysteria and who was blessed with neither the force of personality nor the intellectual capacity to rule a country the size of Western Europe and a fractious population of more than 25m were done away with. General Videla put his trust in the orthodox economic liberalism of the Old Etonian Martínez de Hoz and protected him from the assaults of the critics even when these critics were to be found among the members of the military junta, who shared power with Videla.

The Economy Minister moved fast to capitalise on his own personal acceptance in foreign banking circles and on the relief felt by Argentina's creditors that the country's bankruptcy and inability to meet its most pressing international obligations were being taken in hand. In tours of the U.S. and Europe Martínez de Hoz sought time for Argentina

to pay. He was helped by bumper harvests, which in 1976 gave Argentina a trade surplus of \$1.04bn, the following year one of \$1.5bn and last year \$2.4bn.

As a result of Sr Martínez de Hoz's good luck and good management, the days of bankruptcy are over and Argentina's international reserves are approaching \$7bn.

The turnaround in the external position has been dramatic and is reflected in the favourable rate of the peso against the dollar, which makes Argentina one of the most expensive places in the world for a foreigner to live. Conversely what was a joke a year or so ago that only rich Argentines could spend their holidays in an Argentine resort such as Mar del Plata while the poorer Argentines were condemned to spend them in some inhospitable place like Miami or Cape Town has taken on reality. In the summer season just ending there has been tremendous demand for aircraft seats from Argentines eager to take advantage of the cheapness of the dollar.

In the internal sector General Videla and his minister have pushed through a set of measures aimed at controlling the inflation which in early 1973 was running at around 50 per cent a month, cutting the budget deficit and opening the highly protected Argentine economy to the winds of international competition.



President Videla: some tremendous strokes of good luck

The imposition of such policies has produced some curious results. Last year the gross national product fell by 4.1 per cent, and the fall in industrial production was around 7.9 per cent. But at the same time the financial sector boomed.

The recession has brought no great upsurge in unemployment, which today stands at only 1.8 per cent of the workforce according to official figures. The explanation appears to lie in the need of many of the more poorly paid to find one or two jobs at any cost and any wage, and in

the decision of the military junta to avoid at all costs a pool of unemployed who could create political trouble for General Videla.

At the same time the rise in the cost of living, while not on the threshold of hyperinflation such as was the case during the last days of the Peron Government, is still beating world records. Last year the official index of inflation was 169.8 per cent. Realists say it should more accurately have been put at around 220 per cent.

Gross fixed investment fell by no less than 10.7 per cent last year and there are few signs, if any, of new investment by private business.

The question is now being posed in Buenos Aires as to whether these results are sufficient fruit for years of authoritarian Government that General Videla has imposed on the country and whether there will not be a political reaction to the Videla-Martínez de Hoz scheme of things which will bring down the whole fragile edifice once again. The lack of any great commitment to invest by the private sector appears to suggest that many businessmen think that this is exactly what will happen.

As is the wont with most governments, the Argentine Government puts forward a very optimistic assessment about the future. One senior official argued to me earlier this month that the strong Videla-Martínez de Hoz axis would continue

until 1981, when the General is expected to step down from office. He added that he expected General Roberto Viola, the army commander and Videla's man, to become President in 1981, Videla himself returning to power in the election in 1985. He argued, too, that the present administration was more popular than it seemed because the reform of interest rates gave the ordinary saver in the street a chance of benefitting from the positive exchange rate for the first time in a long while. The appearance of long-forgotten consumer imports in the shops was a benefit, about which many Argentines were enthusiastic.

Divided

It is legitimate to have doubts about such optimism. In a country which is so highly politicised as Argentina and which has such a tradition of political instability, it is hard to take seriously political projections five years ahead. The political parties are certainly in no little disarray, the Peronists quarrelling, drifting and disorganised, the Radicals divided and often unhappy with an ageing leadership, the Socialists and Communists with little mass support. After three years of control by the military, the trade unions are also in a divided and disorganised state.

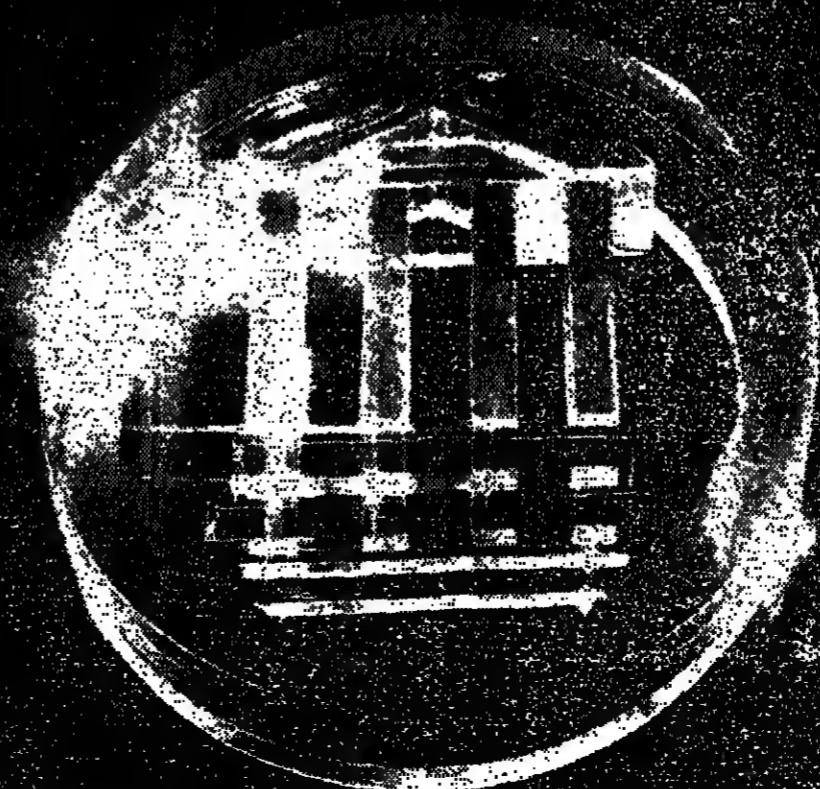
Nevertheless, the political/trade union mixture is seen by many to be a powerful and explosive one. Leading generals have confessed that party politics cannot be banished forever, while Mr. Raul Castro, the U.S. Ambassador, has forecast that labour relations are going to be unsettled in the coming months. There are constant rumours that a general strike will be called very shortly. At the same time there are signs of tensions among factions in the armed forces and among the armed forces themselves. The renewed spate of kidnappings, political murders and bank raids are seen by many as the work of the extreme Right. Meanwhile, the growth of nationalist, anti-Jewish extremists who run the magazine Cahildo and other similar publications, appear to be enjoying protection from the highest levels of Government. The fate of Sr. Jacobo Timerman, discussed elsewhere in this survey, and of others who have suffered worse fates than his, seems to bear out the feeling that the Right-wing factions in government are gaining power.

What is clear is that three years of military rule have brought any nearer that sense of political moderation and mutual respect that happier countries, such as Venezuela and Costa Rica, have developed. Under Videla, as under Perón and many other recent Presidents, Argentina is a rich, highly educated country continuously rent by the bitter strife.

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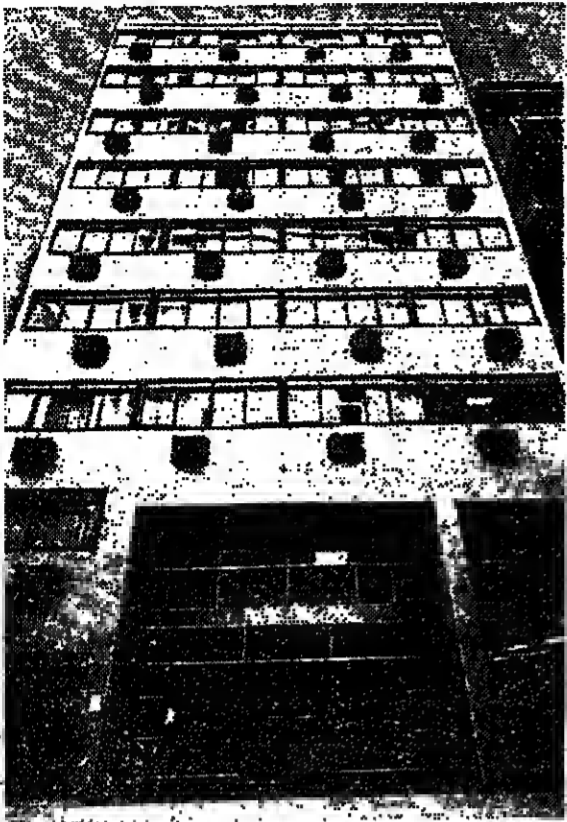
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Economic recovery makes good progress

TO JUDGE whether "the spirit of April 2" 1976 — the day Dr. José Alfredo Martínez de Hoz, Argentina's Economy Minister, announced his programme — still exists — depends on one's viewpoint. If William Simon, U.S. Treasury Secretary under the Nixon and Ford administrations, is to be believed, the spirit is manifestly still with us. During a week-long stay in Argentina in March this year, Mr. Simon told a group of businessmen that Argentina "has made dramatic progress so far" in its economic recovery, adding: "You still have some way to go." Mr. Simon recalled that when Dr. Martínez de Hoz visited Washington in 1976 to explain his plans for Argentina's economic recovery, he (Mr. Simon) replied: "If I had the ability to adopt a programme in the U.S., this is the one I would adopt."

In Buenos Aires two months ago, Mr. Simon noted, correctly that in 1976, Argentina was "on the brink of bankruptcy," but that now the country "has a positive balance of payments and a strong financial position. . . . The path is the correct path." Last year Argentina registered a \$2.4bn trade surplus, 61.4 per cent better than in 1977, and an all-time record. Exports were \$6.35bn, or 12.3 per cent more than in 1977, and imports were \$3.95bn, 5 per cent less than during the previous year. In March Dr. Martínez de Hoz announced: "The crisis is over. Freely available reserves total \$6bn compared with practically nil in March 1976, and all Central Bank foreign debts have been repaid." He said the recession was a thing of the past: "In fact, now the problem is one of not over-heating the economy." David Rockefeller, president of the Chase Manhattan Bank, also visited Buenos Aires in March and, like Mr. Simon, spoke nothing but words of praise for "Dr. Joe," as the Economy Minister is often called.

Mr. Rockefeller told the Buenos Aires weekly Mercado, Argentina's leading business

publication: "I believe that no better economic plan exists for Argentina. At this moment, Argentina has a surplus in its balance of payments, and that is an excellent card with which to do business with the whole world. Argentina has turned its economic situation around in a very short period of time." The Chase Manhattan Bank has a major share in the Banco Argentino de Comercio, recently investing more than \$7m.

A dimmer view of the alleged successes of Dr. Martínez de Hoz's economic programme is taken by the Buenos Aires daily Clarín, which often champions the "developmentalist" policies of former (1958-62) President Arturo Frondizi against the liberal policies of Dr. Martínez de Hoz. In April, Clarín quoted with obvious satisfaction printed parts of a critical analysis carried in the March bulletin of FIDE, the Development Research Foundation. FIDE maintains that, "apart from the positive results which are not a consequence of a deliberate policy but of factors divorced from policy—such as the evolution of the world market price of meat or the starting of projects initiated several years ago in the industrial sector—the negative elements which impeded the consolidation of a sustained recovery process remain immutable. Obviously, among these elements are the pressures of inflation."

Mr. Simon was not oblivious, of course, to the poisonous effects to the Argentine economy caused by inflation, which is the highest in the world—168.8 per cent last year —nor was Mr. Rockefeller, who said in Buenos Aires: "Certainly the rate of inflation is unacceptable."

At the time of the 1976 military coup d'état in Argentina, inflation had reached an annual rate of 920 per cent and was threatening to rise much faster. And for the first time in its history, Argentina—with only \$23m of freely available reserves—was about to default in its external payments.

The five salient points of Dr. Martínez de Hoz's economic programme, as he announced it on April 2, 1976, logically included the problem of inflation. At the time, the new economy minister said: "There exists no real possibility of reversing the crisis of the economy of the country is suffering and of achieving the objectives of the programme if measures to control and eliminate the inflationary scourge are not taken with energy and decision." The economic team's inability to do better than it has in reducing inflation is a major disappointment.

Also a disappointment has been the failure to comply with another of the important guidelines of the economic programme. As Dr. Martínez de Hoz put it more than three years ago: "It is preferably that there be an uninterrupted and constant growth (of the gross national product), even if it is, at times, not too spectacular. What is bad are ups and downs." An idle installed productive capacity amounts to the squandering of capital, the Economy Minister explained. But, although there was an upsurge of the gross national product after the 1976 coup, an upsurge which lasted for more than a year with an interest rates crisis at the end of 1977, it began to plunge again and now is scarcely higher than it was three years ago. The wasteful ups and downs continue.



The architect of Argentina's economic revival: Dr. José Alfredo Martínez de Hoz

The economic team has had more success in carrying out the other three leading aims of Dr. Martínez de Hoz's economic programme. Speculation and the black markets have virtually been made to disappear, although there is a tendency, which really does not amount to speculation, to hold money supplies in the financial market, deposited at high interest, instead of making reproductive investments. Similarly, price and exchange controls have virtually disappeared, although ceiling prices of some items—milk, wine, steel, medicines—remain, and measures regulating foreign trade have been much relaxed. Although a lack of official statistics makes it impossible to verify whether wage levels really have been preserved, as Dr. Martínez de Hoz said they would be, it is possible that the economic team's claim that wages today, in real values, are on the average somewhat higher than they were in June, 1976 is true.

Thirty years ago, Argentina's economy was in advance of countries like Canada, Australia and Spain, and well ahead in Latin America. "What went wrong," Dr. Martínez de Hoz said the other day, "was a textbook closing of the frontiers—psychologically and literally—to world trade and participation. In the past three years, Argentina's economy has been emerging steadily from this strangling insulation and re-asserting its place in the world. But the process has to be gradual."

Closed
He went on to say that an entire generation of Argentine consumers, businessmen, industrialists and bankers have been brought up in a closed world of protectionism, massive state control and inflation bordering on hyperinflation. "As we turn to a system in which market forces are allowed to apply themselves," he added, "the consumer has to learn that he has new rights, new influence and a voice which will be heard." The same goes

for the manufacturer and retailer as well, Dr. Martínez de Hoz said: "They have to adopt to the rules of a new game in a system in which private enterprise is the motive force, with the Government's role one of supervision rather than of rigid control." Then he emphasised again that his programme is a gradual one. "Recent Argentine history has been one of cycles of deep recession — or of long-term problems—being solved by short-term solutions. We are determined to break out of that rhythm. The recovery plan adopted in March, 1976, had as its aim a far-reaching transformation of the basic political, economic and social framework. . . . The objectives of the economic plan are medium- and long-term, and short-term successes or difficulties have not swayed us from the long and arduous route we have chosen to take."

Robert Lindley

SOME ECONOMIC INDICATORS

	1973	1974	1975	1976	1977	1978
GNP per capita \$1,730 (1977 World Bank)						
Inflation, per cent	40.0	335.0	347.0	160.4	160.4	169.8
Unemployment, per cent, April	4.7	3.2	5.1	3.6	3.6	3.9
Oct.	3.1	3.5	4.3	2.5	2.5	2.6
Output						
Growth in gdp, per cent	6.1	6.5	-1.2	-2.9	4.4	
Growth in gdp, per cent	6.4	6.8	-1.5	-3.3	4.8	-4.1
Trade, \$bn						
Exports (fob)	3.27	3.93	3.00	3.9	5.6	6.4
Imports (cif)	2.23	3.64	3.99	2.86	4.1	4.0
Balance	1.04	0.29	-0.99	1.04	1.5	2.4
Net invisibles	-0.32	-0.17	-0.30	-0.47	-0.3	-0.3
Current account balance	0.72	0.12	-1.29	0.57	1.2	2.1

Rate of exchange (at March 1, 1979): U.S.\$1=1.103 pesos (buying), 1.110 pesos (selling)
(Transfers: Banco de la Nación)

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it is responsible for the irrigation of nearly 741,300 acres of land in seven provinces. Agua y Energía Eléctrica is in charge of the operation and expansion of the power sector as a whole in co-ordination with the Energy Secretariat, and as such, is responsible for the management and operation of a substantial part of the National Grid (Sistema Nacional de Interconexión) as well as monitoring the National Load Dispatching System (Despacho Nacional de Cargas). The main objective governing this function is to allow the optimal use of generating capacity within the Grid through a co-ordination of the different utilities in the energy sector so as to achieve the most economical loading of the country's generating and transmission system.

THE MAJOR OBJECTIVES

Of Ay-EE's Board at present could be spelled out as: the feasibility studies, construction, management and development of irrigation projects, protection of waterways and improvement of marginal areas of the country, as well as improvements to areas susceptible to flooding; the evaluation of water resources and rivers as regards their irrigation and energy potential; the study, development, construction and management of electrical generating plants, transform stations, main transmission lines and local transmission networks as well as the purchase and sale of electrical energy between the various electric and atomic national, provincial and bi-national utilities.

On December 28, 1977, AyEE was transformed into a decentralized Government Corporation (Sociedad de l' Estado) with the Argentine Republic as the sole shareholder. Its new status will provide the legal foundation for eventual operative and financial independence from central government policy, as well as permitting an improvement in its overall performance. As was true in its role as a Government Agency, AyEE will not be allowed to go bankrupt and its final liquidation as a Company can only be proposed and implemented by the Argentine Government. During the period 1966-1977, AyEE's total installed capacity and energy generation grew at average annual rates of 6.8% and 9.7% respectively. The average annual growth rate of AyEE's thermal generating facilities during this period was 7.2% while the comparable rate for hydro-electric generating facilities was only 5.8%. Studies and projects under way at present tend to maximize the development of the hydro-electric resources as a trend towards change in the output pattern and with a view to minimizing any possible dependence on the utilization of oil.

The Company has the responsibility for operating and managing the National Electric Grid which includes the purchase and sale of electricity to and from the various Utility companies which are members of the Grid, as well as the management and consolidation of the National Centralized Load Dispatching System's (NCLDS) operational policy, in accordance with guidelines to be established by the Energy Secretariat, which has stipulated that: the operation of all Electrical Utilities involved in the inter-connected Grid would be regulated by a Centralized Load Dispatching System (NCLDS) and co-ordinated through AyEE. In addition to its activities in the field of Electrical Energy, AyE is responsible for the Irrigation of nearly 741,300 acres located in the provinces of Jujuy, Catamarca, La Rioja, Santiago del Estero, Río Negro, Neuquén and Chubut. The Company also operates 143 miles of drainage canals in the provinces of Córdoba and Santa Fe which have been dug in order to protect 1,729,700 acres from flooding and which benefit over 500,000 people in these districts.

AyE's Irrigation system which represents 20% of the total irrigated areas of land in the country, includes the operation and maintenance of 2,485.5 miles of irrigation, drainage, and subsidiary canals.

Although AyE's Irrigation network covers

only 4% of the country's farmland, these areas alone account for 30% of Argentina's agricultural output. Similarly, the population density in the irrigated areas is of 78 inhabitants /per square mile—as compared with—eight inhabitants/ per square mile—in the non-irrigated areas.

INVESTMENT PROGRAMME

Programmes are currently under way which envisage the completion of Electric generation and transmission work, in accordance with the provisions of the National Investment Plan for 1977-85 as also with the plans for the development of the National Grid. Furthermore, the above also includes plans referring to regional Electric and Irrigation systems under the control of AyE. To illustrate the point, it should be noted that the National Investment Programme for 1978-85 totals 4.5 billion dollars.

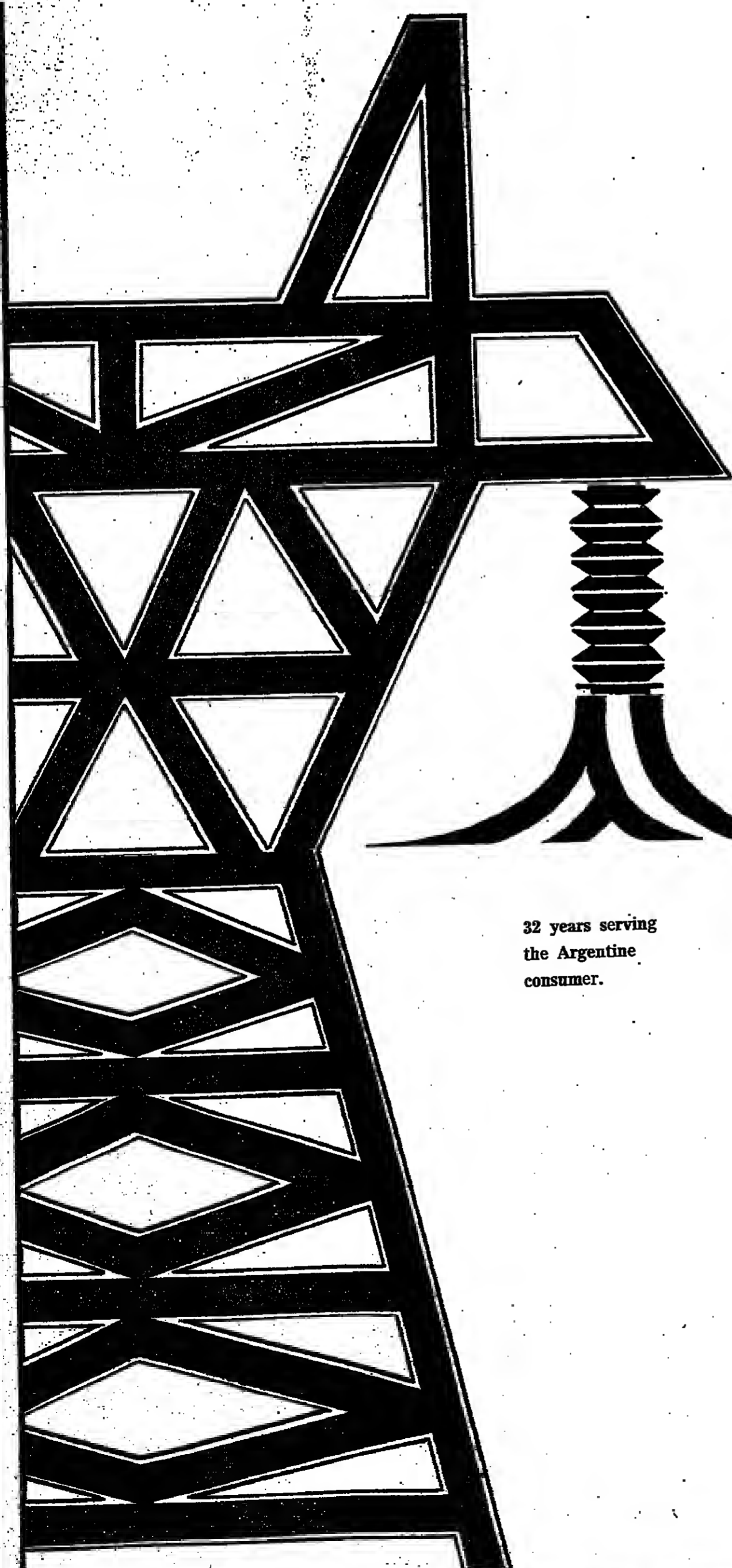
A revised Power Expansion Plan, based on a low-cost programme for expanding generating and transmission facilities, is being prepared by the Government. The Government intends to reorganize the Energy sector to achieve a more integrated long-range-planning and which will encourage the execution of those projects that represent the lowest-cost alternatives with which to meet Argentina's projected power needs. Attempts are being made to improve the financial health of the government Utility Companies through optimization of the quality of the projects which will be undertaken, and through the restructure of the present Tariff System.

Outstanding amongst the important projects currently under way, is the Paraná Medio (Middle Paraná) Hydroelectric Project, which is sited across the river Paraná and which will stretch for a total length of 372 miles all within Argentine Territory. The feasibility study for the project anticipates a yearly (mean) electric power output of 34,500 GWh from both low-head dams. It also includes a 21-foot depth navigation canal which is planned to be extended upstream (northwards) for 350 miles; levees for flood-control along the lowest banks for 145 miles; the reclaiming of 1,235,000 acres of currently floodable lands; the inter-communication by road across the dams; and the creation of a highly attractive centre for tourism and sporting amenities around the two great reservoirs which are to be formed as part of the construction of the project.

Other constructions already being undertaken are: the Agua del Toro, and Los Reyunos hydro-electric plants in Mendoza; the Río Grande hydro-electric plant in Córdoba; as also the San Nicolás, Sorrento B., Guemes, and Luján de Cuyo thermal plants.

To implement the above as well as other lesser projects, it will be necessary to count on the financial support which it is hoped will be extended by the major International Credit Banks.

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ARGENTINA IV

Record grain harvests

ARGENTINA. ABOUT to default in its foreign debt payments when the military took over the Government on March 24, 1976, now has reserves of \$6bn thanks in great part to its agriculture and livestock sectors. Cereal grains, especially wheat and corn, have been the largest hard currency earners.

Dr. Jose Alfredo Martinez de Hoz, well aware of the urgency of the situation when to look over as Economy Minister more than three years ago, saw cereals as the immediate saviour of the economy and was quick to give the producers a series of incentives to increase the area seeded. The most important of these incentives was the lifting of export taxes from all agricultural and livestock products, which meant that the producer received a full 80 per cent of the world market price for his produce.

The response was spectacular. The area seeded to wheat jumped from 5.8m hectares for the 1975-76 harvest to 7.2m hectares for the 1976-77 harvest, an increase of more than 23 per cent. There began a series of record grain harvests which averaged more than 30m tons annually. This has been the reality, even though the increased areas seeded to wheat has meant that smaller areas were seeded to other crops, especially corn.

The Argentine farmer has been helped out in these three years by climate and technology. These two elements, in addition to the Government's incentives, have made possible, in 1976-77, the country's biggest wheat harvest in its history, with the exception of that of 1964-65. The 10.5m tons of

wheat harvested in the 1976-77 agricultural year were 33 per cent up on the previous harvest and 58 per cent more than the annual average during the 1971-1975 period. It was that 1976-77 wheat crop that started Argentina's economic comeback. The exportable surplus of 8m tons was worth about \$900m.

It is perhaps surprising that, even though the areas seeded to corn and grain sorghum shrank because of the larger area devoted to wheat, these two crops also were record ones—8.3m tons and 6.6m tons, respectively. Jointly this was a 38 per cent increase over the 1975-1976 harvest of these two crops.

In 1977, Argentina began to suffer the effects of the record grain harvest the previous year in other producer countries. The surplus production brought down the price of wheat on the world market, with the result that the area seeded to wheat in Argentina for the 1977-78 harvest dropped to 4.6m hectares, well below the area of two years earlier. But the areas seeded to corn and sorghum increased proportionately, so that the total volume of the 1977-78 harvest reached a very respectable 28.5m tons. It was the second largest grain harvest in the country's history, in spite of droughts alternating with excessive rains.

And, notwithstanding declining world prices, the area seeded to grains during this agricultural year again will surpass 20m hectares, and production is expected to better the record of 1976-77. Apparently the 30m ton annual barrier has been broken for good, the goal now being a 40m ton grain harvest. New seeds, new chemicals and more

sophisticated farm machinery are bringing such a figure well within the realms of possibility.

There were 5.2m tons of wheat harvested during the 1978-79 agricultural year, a 10.9 per cent increase over the previous year, but bad weather has reduced the early expectations for the 1979-80 crop from 8m tons to less than 7m tons. If it is 6.8m tons, as the present calculations suggest, this would leave 2.7m tons for export, all of which have already been sold. Argentina needs 3.5m tons of wheat for home consumption annually and another 600,000 tons for seed.

Brighter

The outlook for corn, however, is much brighter. About 3.6m hectares were seeded to corn for this year's harvest—compared to 2.7m hectares last year—and this area is expected to yield 11m tons, 13.4 per cent more than the 9.7m ton harvest last year. A large area was seeded to corn this year because of the expectation of an improved world market price for corn, added to the massive introduction of hybrid

seeds and new soil-culture techniques.

Last year, mainland China—long an importer of Argentine grain—signed a trade agreement with Argentina, among the provisos of which is the sale of 3m tons of Argentine grain to China by the end of 1981. It is estimated that China will purchase about \$90,000 tons of grain from Argentina this year. At the invitation of the National Grain Board, a group of Chinese grain specialists visited Argentina in February and March to talk to the country's leading grain exporters, which include Bunge y Born, Carpill and Continental, and to leading Argentine officials, including Economy Minister Martinez de Hoz, who visited China last year. Among the difficulties Argentina has in exporting grain is that many of its main customers for the commodity—notably China and the Soviet Union—are so far distant. This is a comparative disadvantage because the freight costs are so much lower from the United States and other producer countries in the northern hemisphere. For example, in the last week of February, the FOB price of wheat in Buenos

Aires was \$128.75 per ton, compared to \$143.25 in the Gulf of Mexico. This difference of \$14.50 a ton left exporters with only 89.9 per cent of what exporters in the Gulf of Mexico received.

Another problem is that there are insufficient storage facilities for grain in Argentina. But this problem is on the way to being solved, or at least eased. By the end of 1978, there will be another 171,000 tons of storage capacity and by the end of 1980 a further 167,000 tons. The Banco de la Nacion is offering a special line of credit for the purchase and construction of grain silos. The loans will finance 70-80 per cent of the investment and be repaid over a period of eight years, with two years of grace. They complement last year's loan of \$105m by the Inter-American Development Bank for the construction of 24 silos with a capacity of 100,000 tons each. Also scheduled to start this year is the construction of 20 rural grain elevators with a capacity of 100,000 tons each. Investment in this project is about \$300m.

Robert Lindley

Export problems for farm produce

AGRICULTURE, TO a far greater extent than the manufacturing industry, has been responsible for the sharp rise in Argentina's foreign earnings in the last three years—and fruit can take considerable credit for this.

This year's apple harvest, for example, is now in progress, and it is obvious already that it will be an all-time record one. The estimate of the Secretariat of Livestock and Agriculture places the harvest at about 800,000 tons, which would be ten per cent larger than last year's apple harvest, or 23 per cent larger than the average over the last five years and 57 per cent larger than the average over the last decade.

This year, the Patagonian province of Rio Negro will produce 70 per cent or more of all the apples picked in the country, followed by the Andean provinces of Mendoza and Neuquen, with about 15 per cent and 12 per cent, respectively. Thus, Argentina's apple production is all but totally concentrated in these three contiguous provinces. The contribution of Mendoza Province this year is significant inasmuch as it will be about 70 per cent greater than it was last year.

Argentina will have at least

as many apples to export this year as it did in 1978. Both 1978 and 1977 were record apple export years for the country. Last year, Argentina exported 34.5m 21 kg boxes of apples to 34 countries.

But once again, Argentina may have difficulties in distributing its export surplus of apples. To place a box of apples, FOB, at Ingeniero White, a port near Buenos Aires, costs about \$7, without counting the cost of the fruit which goes into the box. The FOB cost in South Africa, Argentina's main world competitor in exporting apples, is \$5.25 FOB, a slightly lighter box but one including the cost of fruit.

Difficulty

Another difficulty will be that France and Italy had normal apple harvests during the 1978-1979 agricultural year after two years of low yields. Until recently, at any rate, they offers for Argentine Granny Smith apples—the most important variety which goes to the old world from here—from European importers had not risen above \$11.75 the box, and the

maritime freight for refrigerated apples is \$4.30 from Argentina. This would not pay the FOB costs for fruit including boxes placed in the port of Ingeniero White.

Moreover, on March 3 the EEC asked Argentina to reduce its apple exports for this year to 63,200 tons, which is 15 per cent less than the average of Argentina's annual apple exports to the EEC over the last three years. According to the EEC, this average was 74,380 tons.

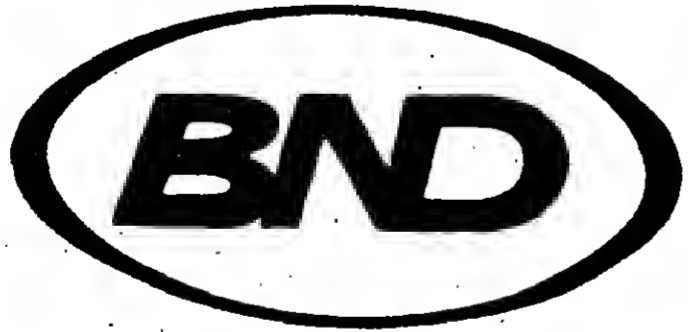
This reduction would mean that Argentina would export about 2m fewer boxes of apples to the EEC countries this year than in 1978. Argentina's Ambassador to the EEC has lodged a formal complaint, terming the request "unacceptable". The Ambassadors of South Africa, Australia, New Zealand and Chile (all countries which also have been asked to limit their apple exports to the EEC this year) did the same.

It is reported that Argentina is hoping to see this "self-limitation" raised to 80,000 tons for the period beginning in April and ending on December 31—although, because of the reversal of the seasons

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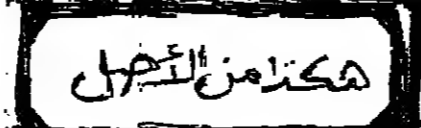
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Livestock herds still decreasing

THE ARGENTINE livestock industry began a period of decline in 1974 which may not have spent itself yet. The most promising development for the industry locally is the recent slight improvement in beef prices on the world market after four years of low prices and oversupply resulting from a cycle in which the main exporting countries were ridding themselves of their stocks on hand. For example, in the United States—the biggest market for beef in the world—the cattle population dropped from 132m in 1976 to 116m last year.

This process was so abrupt that the U.S. was obliged to allow increased imports of beef, and this automatically boosted Australian exports. Australia is the principal foreign supplier of unprocessed beef to the U.S. Argentina, because of the endemic foot-and-mouth disease among its cattle herds, is excluded from the lucrative U.S. market for all but processed beef.

As a consequence of the increased demand for imports by the U.S., Australia apparently is now obliged to replenish its depleted herds. And it would seem that New Zealand and Uruguay are doing so also. It is for this reason that Argentina's outlook for its beef exports in the middle term is fairly good: what with the reduced competition, and better prices, resulting from the necessity to retrench in these countries, by building up their herds again, Argentina seems certain to benefit on the world market. U.S. export prices have increased, and so have its import quotas for processed beef and other food products from Argentina.

According to the secretariat of commerce and international economic negotiations, the U.S. has agreed to give preferential treatment to imports of Argentine food products worth about \$27m a year. The bilateral agreement, made at the meeting of GATT (General Agreement on Tariffs and Trade) in Geneva, includes tariff and non-tariff concessions for Argentine exports of canned meat, as well as certain cheeses, leather, articles made of fur, apricot paste and pulp and various manufactured items of animal origin.

And while Australia replenishes its cattle herds, and is only able to sell in markets which offer high prices and an assured import volume—such as the U.S., Canada and Japan—

it may be forced to withdraw from the marginal markets—Africa and the Middle East—which are purchasers of Argentine beef. The new government in Iran has told Argentina that it will keep up its beef imports. It is in the domestic market that the outlook for the Argentine meat industry continues to have problems. The low prices for the producer which marked the deterioration of the industry have now reached their lowest point in real values, since 1975. As a result, the inclination of the producers is to liquidate their herds of cattle. There has been no livestock census in Argentina since 1977, but estimates, pessimistic ones, are that the cattle herds throughout the country have been depleted by between 4.5m and 5.5m head in the last five years. In the province of Buenos Aires, which normally accounts for 33 per cent of Argentina's total cattle population, the depletion is said by some to have been about 8 per cent.

Exchange

Taking part of the blame for this decline in prices to the producer is the exchange policy during the more than three years of the Videla regime, a policy—say the Government's critics—of overvaluing the peso and therefore taking away the incentive for exporters by putting a ceiling on the increase in real prices. These critics disagree with the economic team's contention that real wages have been maintained, indeed probably slightly improved, since the 1976 coup d'etat. The result of this failure to maintain the level of real wages, they say, has been a reduction in the domestic consumption of beef and meat in general.

Indeed the real price paid to the producer for a steer fell by 42 per cent between 1973 and 1978 and for other types of cattle by an average of 45 per cent. In August, last year, the real prices to the cattle producers started to improve, which, while it has not ended the livestock industry's deterioration, is nevertheless heartening. But it may not have decided the producer to halt his wholesale selling of steers which are not fully grown, because his temptation is not to risk a further decline in prices after he has added a few more kilogrammes to his animals.

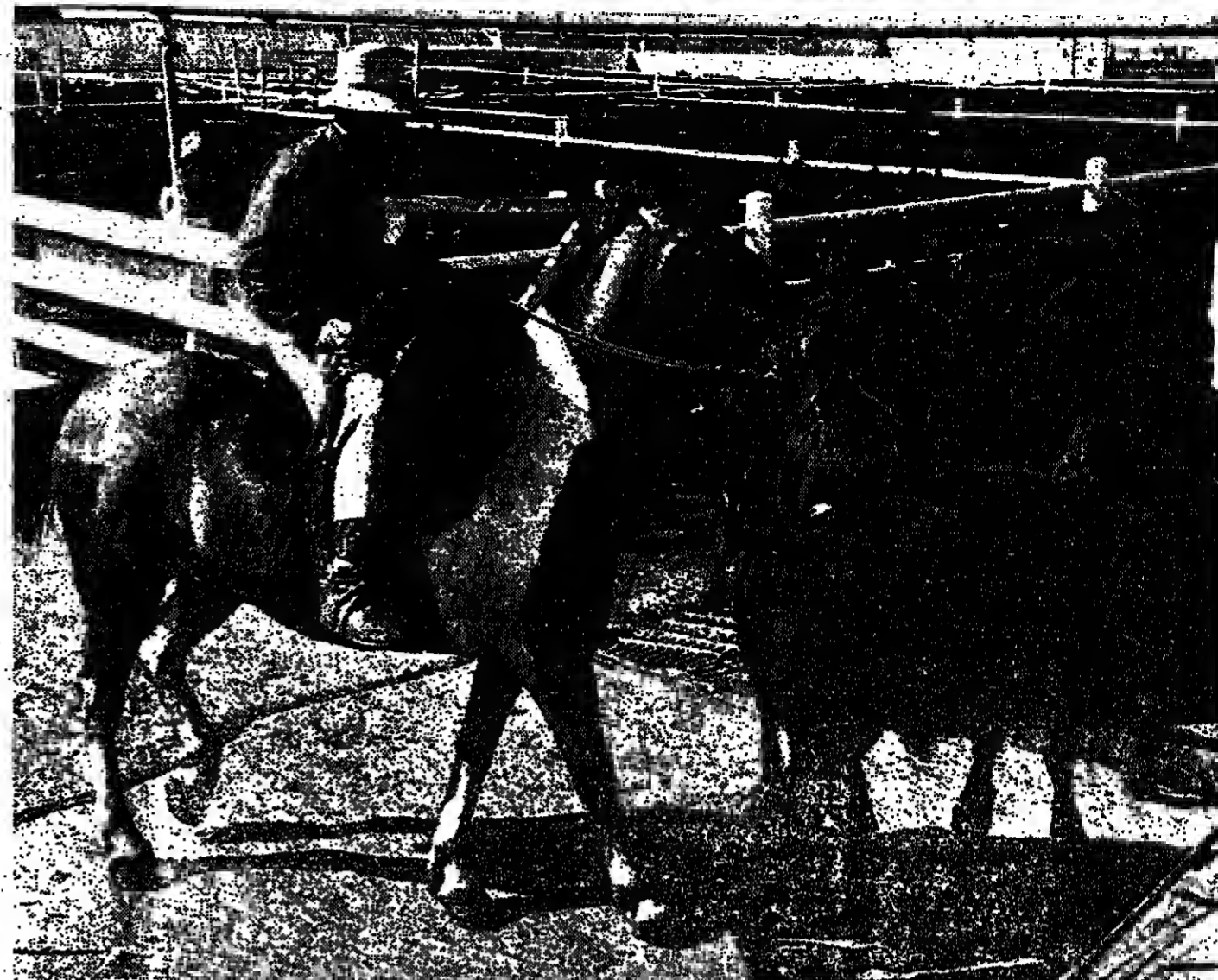
Moreover, and potentially more dangerous for the future of the Argentine livestock industry, is the selling of cows and heifers to the slaughterhouses, thereby liquidating the capital needed to produce beef. The trend is said to make room for more profitable use of the land than by using it as grazing land for cattle. Worse still for the entire livestock sector is the tendency of cattlemen to lend their money out at high interest rates, something which is proving to be altogether easier than using it to cultivate the land.

The Buenos Aires daily Clarin, a frequent critic of the Government's economic policy, points out that "we can hardly expect significant increases in the real price of beef beyond those produced in recent months." Clarin attributes these slight increases to "seasonal factors and the increase in exports during 1978. A reversal of the liquidation cycle would not seem to be in progress."

Nevertheless, there are indications that the future of the

livestock industry might not be as black as Clarin paints it. Alberto de las Carreras, writing in the Buenos Aires business weekly Mercado, doubts that the liquidation of the cattle herds has been too great in recent years and thinks that the 61m head of cattle which, according to the last census in 1977, were in Argentina, have not suffered a depletion of more than 2m.

Sr. De la Carreras writes: "Argentina might be the only great producer nation—excluding the EEC as a group of nations—that will be shown to have overcome the world economic crisis of 1974 onwards without the deterioration of its livestock. Because the decline of the country's cattle population by 2m head cannot obliterate the previous growth." Sr. De la Carreras agrees with Mercado's prediction that, for Argentina's livestock industry, 1979 "will see the beginning of consolidation of the productive structure."



Cattle at a meat processing plant in Buenos Aires. The export outlook for meat is healthy

R.L.

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Farm produce

CONTINUED FROM PREVIOUS PAGE

south of the Equator, all of Argentina's apple exports to Europe are made during the first half of the year.

For Argentina to exceed the EEC's suggested self-limitation would expose the country to penalties. In 1976, Chile exceeded the EEC's suggested self-limitation on fruit exports to the EEC countries and was penalised the following year.

Brazil, not the EEC, is the biggest buyer of Argentine fruit, normally followed by Holland, West Germany, Sweden, Norway and Finland. Apples make up about 70 per cent of these fruit exports, followed by pears, peaches, grapes and citrus fruit, mostly grapefruit and lemons, in that order.

But this year Brazil reduced its imports of Argentine apples to 600,000 boxes a month for the months February through May. This is about 15 per cent fewer apples than Brazil bought from Argentina last year during those months. There are unconfirmed reports that Brazil may extend this monthly reduction of apple imports from Argentina until the end of the year.

The soyabean is a relatively recent addition to Argentine agriculture but already has become the country's number one oleaginous product. The reasons for this basically are the same as they are in the other principal soyabean-producing countries—the United States, Brazil and mainland China, which account for about 90 per cent of the world's total production: its high quotation on the world market and the fact that hectares for soybeans produce more protein than land devoted to livestock.

According to the latest estimates, about 1.3m hectares of land were seeded to soybeans this year in Argentina, down from the 2.4m hectares in the 1977/78 agricultural year. The U.S. Department of Agriculture estimates that the world production this year will be between 53m and 56m tons, as compared to 50.4m tons in 1977/78, and that world consumption of soybeans this year will be between 55.2m and 55.5m tons, as compared to 49.2m tons last year.

According to the department, world exports will reach a record of 20.1m tons, although

the exports from the U.S.—70.2 per cent of the world total in 1978—will be slightly less than they were last year.

Seed sales indicate that Argentina's sunflower crop this year will reach about 2m tons, compared to 1.6m tons in 1977/78. A recent development in sunflower farming here is the increasing use of hybrid seeds—so much so that next year the sunflower crop may be 50 per cent hybrid. Still, the production of hybrid sunflower seeds in Argentina is not enough to fill the demand.

About 85 per cent of the world production of sunflower is limited to five countries which, in the order of their importance, are the Soviet Union, Argentina, the United States, Romania and Bulgaria. At the beginning of the 1960s in Argentina, sunflower oil was number one among edible oils. Since soyabean oil has been in first place.

Fish production in Argentina in 1978 was up 30 per cent as against 1977, and last year, exports of fish and related products increased by 81.2 per cent. The fish and shell-fish catch in 1978 was 420,000 tons, of which 190,000 tons was exported—39.6 per cent. The principal markets for Argentine fish during 1978 were Spain (26,800 tons, valued at \$24m), Japan (28,000 tons, worth \$20m), the United States (15,000 tons, worth \$15m) and Italy (14,300 tons, valued at \$9m). Total global fish exports for the year reached \$145m.

It is obvious from these figures that Argentina is increasing its emphasis on developing its fishing industry. From 1970 to 1978, fish and by-product production increased 158 per cent. Participation in this sector by foreign companies—notably Japan, West Germany and Spain—has increased dramatically since the introduction of the new foreign investment law in 1977.

Between March, 1977, and the end of 1978, foreign investments in fishing and fish production have amounted to more than \$27m. According to the Secretariat of Maritime Interests, the country's massive fish resources remain largely untapped, and projections are that the fish catch in 1980 will reach a million tons.

R.L.

ARGENTINA VI

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مصرف الجريندايس

ARGENTINA IS one of the few countries which has a National Mining Day. But so far there has been little to celebrate: the industry there is richer in potential than in achievement, a fact recognised by President Videla last year when he acknowledged the official day with a special message.

He said: "We undoubtedly have a great mining future and we shall encourage its development by means of realistic incentives and the adoption of appropriate fiscal and juridical measures."

Although the greater part of the output from the country's existing mines is destined for domestic consumption, the limited scale of the industry was evident in the export statistics for 1978. They showed that Argentinian sales abroad in what was a record year totalled just \$34m.

But the significant point about the exports was that by volume they were double those of 1976 and treble those of 1975. Further, they covered a wide range of products, although significant amounts in money terms were sold only of sodium borate, lead, tin and silver concentrates, zinc ingots and processed borates.

It is unlikely, however, that mining exports will make substantial impact on the balance of payments without heavy inflows of foreign capital. This has been recognised for a number of years, but the Government has been tardy in creating the necessary legal framework for attracting foreign funds to the industry.

As far back as 1970 the Government was inviting bids from foreign groups for copper prospecting rights and in 1972 the Argentine National Development Bank undertook to provide credits for the promotion of mining and installed mining promotion agencies in the provinces.

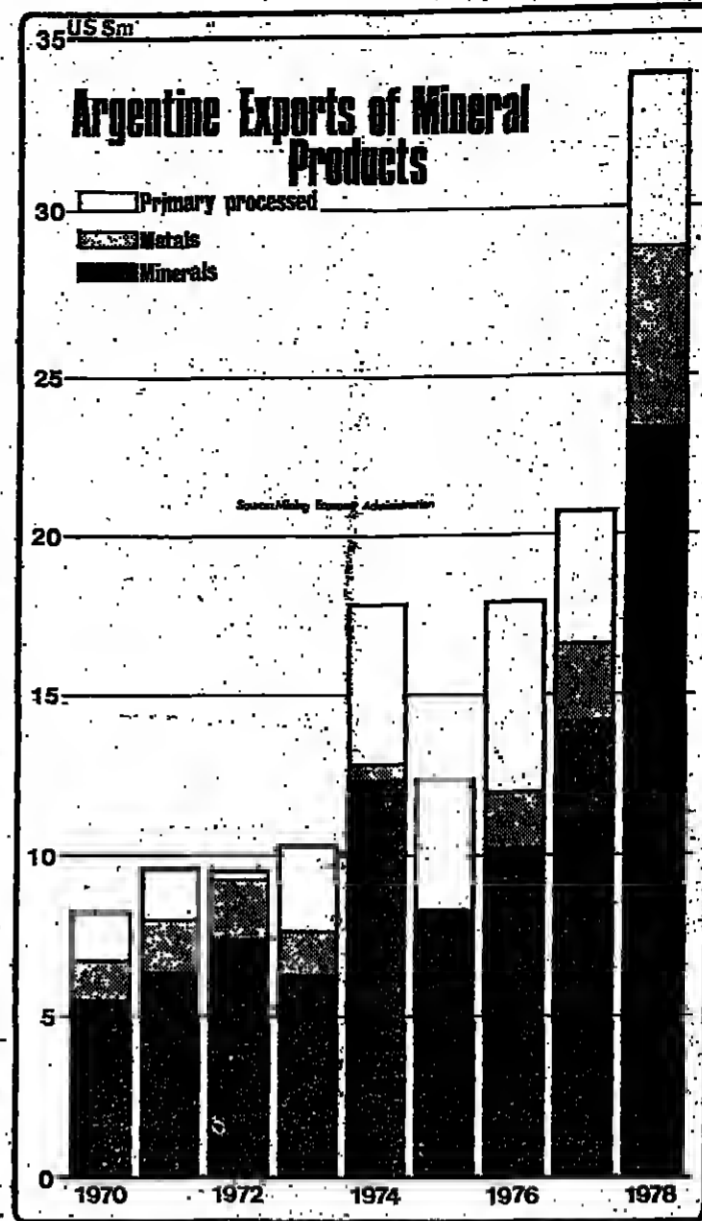
The need for more mining enterprise was becoming acute by the middle of the decade when mineral imports were running at \$1.3bn a year and accounting for no less than a third of the import bill. Last year Dr Fernando Puca Prota, the Mining Secretary, estimated that Argentina needed \$2bn to locate and exploit minerals over the following two years.

The country, on the basis of present geological knowledge, did not lack mineral deposits, but it was short, he said, of "capital and managerial capacity, owing to the poor state of our mining industry with only small and medium-sized enterprises. The deficiency must be remedied by means of foreign capital contributions and know-how."

The way the Government was approaching the problem became clear in March 1977 when the Foreign Investment Law was passed. This put domestic and foreign enterprises on the same footing and permitted the remittance of profits and capital without any limitations. But the law does not cover mining specifically and Argentine executives doubt whether there will be anything more than lukewarm enthusiasm for investment in Argentina until a Mining Promotion Law is passed.

Such a law has been expected for two years and the latest indication is that it will come into force sometime this year. In a speech to the Italian Chamber of Commerce in Buenos Aires last year, Dr. Puca Prota noted that part of the framework had been officially sanctioned and that the remainder was in an advanced state of preparation.

The main reason for the delay seems to have been divisions within the Government about the technical aspects of the law relating to areas of concern to mining companies, such as



depreciation rates and the writing-up of the values of an ore body. It is only when the specific conditions for exploration and exploitation of minerals are known that mining companies will risk capital.

The lengthy business of exploration, the high costs of development and the knowledge that a major deposit may be mined for a generation or more make the companies demand a carefully-defined framework for their activities.

Lack of a Mining Promotion Law has been one factor behind the sluggish pace of exploration in Argentina. It is thought that the amount spent there has been about one twentieth that spent in Brazil over recent years and certainly much less than the funds made available in Chile.

operational earnings; the search for new deposits was reduced. Only in recent months has the international mining investment climate begun to change.

Argentina was not in any sense a priority for foreign companies increasingly worried about political turbulence. Indeed, its own internal political difficulties coupled with a notoriously high rate of inflation acted as a disincentive.

A Mining Promotion Law will not only help to banish this impression but could also trigger off a decision to develop what would be one of the biggest copper projects in South America—the El Pachon venture owned by Minera Aguilar, which is part of the New York-based St. Joe Minerals group.

El Pachon contains ore reserves of up to 900m tonnes and has a copper content averaging 0.6 per cent and a molybdenum content averaging 0.016 per cent. At a projected output of 100,000 tonnes of copper a year, it could not only meet Argentina's domestic needs but also provide about 50,000 tonnes for export.

But it is a \$1bn project and there has been no haste at St. Joe to make any decision on development until the Mining Promotion law becomes statute.

Minera Aguilar is already the largest non-ferrous metal mining concern in Argentina, but the State also plays a significant role in the industry. There is a State mining company, Yacimientos Mineros de Agua de Dionisio (YMAD), while the military is strongly entrenched through Fabricaciones Militares (FM).

FM is investigating porphyry copper reserves at El Mercedes, not far from El Pachon, high in the Andes, and is engaged in a joint venture with YMAD at the Bajo de la Alumbrera deposit in Catamarca province. This deposit has ore reserves of about 500m tonnes, grading 0.5 per cent copper, with quantities of gold and silver.

Catamarca province is clearly an area of great future mining significance for Argentina. Kaiser Engineers Latinconsult last year confirmed the existence of enough copper, gold and molybdenum to supply the domestic market for 25 years.

Argentina also has proven reserves of uranium. At 24,000 tonnes they are sufficient to provide fuel for the developing nuclear power programme and Nuclear Mendoza is engaged in a \$25m programme to develop a deposit at Sierra Pintada in Mendoza province with an expected output of 600 tonnes a year by 1983.

With work also going on to develop iron ore resources, build up phosphate supplies, exploit the beach sands of Patagonia and extract gold and manganese from deposits at Farallon Negro, the base for a vigorous mining industry is being laid.

Yet little is really known about the geology of Argentina. In international terms it has been a neglected mineral province: hence the Government's interest in surveys being carried out in Patagonia, La Rioja, San Juan, Misiones and Formosa. "We can be reasonably optimistic," said Dr. Puca Prota.

But there has been optimism about Argentine mineral potential for years. This decade there has been a more systematic attempt to find out exactly what the country contains. To be sure there was much work to do. In 1971 it was thought that 74 per cent of the Argentine land mass had minerals of some sort, but of that area about 10 per cent had been subject only to prospecting work. Exploration and development work were taking place in a further 22 per cent of the territory.

As far back as 1971 the Secretariat of Mining was establishing targets for geological and mining work. Much of the surveying that has been done since then has been in the hands of state agencies. For example, FM signed an agreement with the province of Mendoza to survey areas of the province in 1976. The UN has also played a role. Behind the activity was the conviction that with only a few exceptions Argentina has all the mineral resources it needs for industrial development.

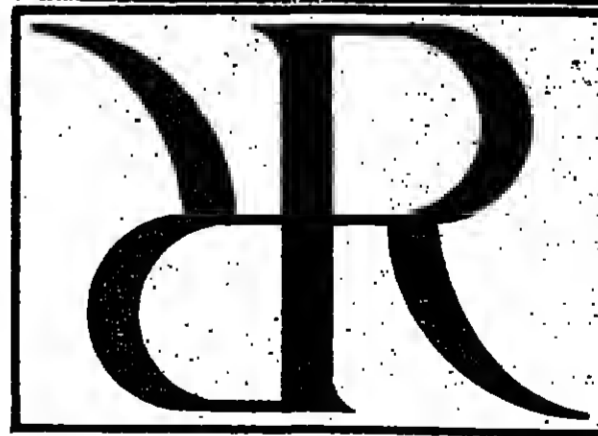
Paul Cheeswright

Escalation

But it is also true that from 1975 onwards Argentina would in any case have found it difficult to attract foreign capital. The mining industry at that time went into recession as low metal prices across a wide range of products coincided with a sharp escalation of costs. There were cutbacks in investment programmes and, with exploration often financed from

ARGENTINA'S MINERAL EXPORTS BY COUNTRY 1978

Country	Dollars
Brazil	18,462,320
England	6,467,122
United States	1,717,099
Italy	1,370,597
Paraguay	1,190,990
Uruguay	970,758
Japan	810,662
West Germany	635,929
Chile	534,911
Holland	255,843
Belgium	246,341
Hondura	171,146
France	143,745
Spain	130,973
Greece	124,471
China	100,362
India	98,225
Israel	83,051
Sweden	54,249
S. Africa	42,738
Nigeria	32,500
Venezuela	32,334
Ecuador	25,735
Canada	18,890
Zaire	12,498
Kuwait	4,888
Colombia	4,627
Norway	2,338
Australia	2,000
Austria	1,728
Total	33,749,954



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GAS DEL ESTADO

ARGENTINIAN COMPANY FOR THE SUPPLY OF GASEOUS FUELS



It is a fact that the development and expansion of the natural and liquid gas industry in Argentina have been considerable since its beginnings. This progress was most significant in the last decade, and continues to be so in the current one. The future shows similar promise.

In 1946 this State National Gas Board was set up, for 230,000 consumers. Thirty-three years later the number of consumers was more than three million, and a quarter of all energy consumed in the country was given up to the national market.

In 1970, gas had an 18.2% share in the domestic market. Currently this figure is 25%.

Forecasts for gas consumption and sales, linked with the forecasts for fluid reserves in existing or undeveloped deposits, as well as the development of a suitable substructure, which is necessary to serve this demand, enable us to expect that the growth rate will be 30% in 1985. In 1978 GAS DEL ESTADO sold nearly 8 thousand million cubic metres of gas to more than 2 million consumers, and about 900 million kilograms of liquid gas, in order to satisfy a demand which represented more than a million gas cylinder consumers and fractionators dealing with gas in canisters.

GAS DEL ESTADO now serves 3,235,000 homes. If we add some canister users to these basic consumers, and if we take a typical family of four persons as a standard, we can assert that 87% of the Argentinian population are gas consumers.

Ten sedimentary deposits have been located in Argentina, some of which are being developed and others are in the exploration stages. These enable us to reckon on the existence of 336 thousand million cubic metres of natural gas, with considerable scope for a significantly larger figure.

Making use of this energy will require large plants to be built, and much technological progress to be made. A solid administrative and supervisory

machine is also necessary. GAS DEL ESTADO can provide all this. The company's potential can be measured by its 15,300 km of gas pipelines and its 17,500 km domestic distribution network, which reach towards all four corners of the country, plus 23 compressor plants, which add up to a total of 300 thousand horse power and are capable of piping 30 million cubic metres of gas per day.

Of course there are also those who produce, package and store liquid gas, obtaining, fractionating and supplying the 900 million kg per annum. 185 storage plants enable 337 thousand m³ of liquid gas to be stored under various conditions (pressurised or cooled). The distribution of liquid gas in cylinders is done from 53 centres. In respect of transporting bulk fluid, it should be pointed out that conventional methods are used.

150 km of propane lines, almost all in the province of Buenos Aires, complete the picture of the company's transportation potential.

The national consumption of natural gas is exclusively served by GAS DEL ESTADO. In terms of liquid gas, it should be stated that whilst this company supplies propane, marketing it in 45 kg cylinders and in bulk on a smaller scale, butane is the province of the private sector, which fractionates it and sells it in the well-known canisters, sold to the trade sector, and also in bulk.

A special propane-air mixture is injected into the gas mains for the city of Mendoza. On the other hand, another five towns which are some distance from the gas lines, have a domestic supply of undiluted propane. It should be mentioned that the annual total figure for propane injected into the mains is 65 million m³.

SAN SEBASTIAN-EL CONDOR, THE MOST SOUTHERLY GAS LINE IN THE WORLD

The General Don José de San Martín gas line consists of three gas lines in a

line, and is the result of successive extensions of the same line towards the southern parts of the country, in order to make use of gas from the Del Golfo de San Jorge and De Magallanes deposits. Its total length is 2,600 km, and it has seven compressor plants. The sections referred to are: Buenos Aires-Pico Truncado, Pico Truncado-El Condor, and El Condor-San Sebastián.

SAN SEBASTIAN-EL CONDOR (Work started in December 1978)

This pipeline, which is the result of the most sophisticated technology, collects gas from the Isla Grande deposits in the Tierra del Fuego. In the Argentinian section (part of the Isla Grande belongs to Chile) this island is capable of yielding 52 thousand million cubic metres of natural gas.

The construction is in three parts. The first section takes gas from the production area to the extreme north of the Argentinian part of the island, the Cabo del Espíritu Santo. This consists of 99 km of 30" diameter pipework.

The second section goes under the Mar Argentino sea, towards the east of the Magellan Straits, and traces a 37 km arc from the Cabo del Espíritu Santo coast to the Cabo Virgenes beach (on the mainland, province of Santa Cruz). The pipeline is 78 metres below water in some parts and has a diameter of 24".

The third section starts from the neighbourhood of Cabo Virgenes and stretches as an on-shore pipeline 39 km long and 30" in diameter, to the El Condor compressor plant at the head of the El Condor-Pico Truncado gas line.

1. ESPIRITU SANTO-VIRGENES OFF-SHORE SECTION

The eastern mouth of the Magellan Straits is one of the most treacherous regions in the world. With the aid of the Argentine Navy Hydrographical Department, a survey was carried out on the environment and geological make-up of the sea bed, a topographic profile of it was obtained, charts were made of the swell and currents in the Magellan Straits, and further knowledge was collected on the weather conditions in the area where the pipework intersection would have to be made.

The above-mentioned surveys enabled a gas line to be designed which is capable of coping with the worst storm which might occur in the region, according to a statistical calculation taking a hundred years into account in this respect.

The engineering studies on the intersection, the selection of the route and the design of the pipes were provided by GAS DEL ESTADO and the consultant company R. J. BROWN & Associates, a Swiss company which was in charge of the invitation to tender and supervision of the works. The project was assigned to the French company ETMP (ENTREPOSE GTM POUR LES TRAVAUX PETROLIERS MARITIMES) and the Argentine company ECOFISA.

2. THE SIZE OF THE PROJECT

The volume of gas delivered daily to Argentinian consumers from the Tierra del Fuego will be three and six million cubic metres successively. The first of these figures will expand the daily volume of gas piped by the gas lines by almost 20%. This increase is equivalent to 1.8 million cubic metres of petroleum, a volume which can be deducted from imports and will mean a saving of more than 80 dollars per cubic metre (140 million dollars per annum). It should be pointed out that by means of the off-shore pipeline the delivery of energy from the Isla Grande can go to the extractor plant for ethane, propane, butane and higher hydrocarbons, which is being constructed in the Buenos Aires region at General Cerri.

3. PROJECT FINANCE

The total estimate for the SAN SEBASTIAN-EL CONDOR construction and some of the facilities necessary for improving the southern gas line system, is 191,300,000 dollars.

The construction was possible thanks to an Inter-American Development Bank loan of 87 million dollars, which sum was apportioned to the off-shore intersection. The on-shore sections were sponsored by GAS DEL ESTADO's own funds.

The total financial backing cost the country an investment of foreign currency which amounted to less than the sum required for importing petroleum, which is being replaced by gas from the Tierra del Fuego.

4. EXTENSION OF THE SOUTHERN GAS LINE (GENERAL D. JOSE DE SAN MARTIN)

For the purpose of obtaining an increased transporting capacity capable of taking Tierra del Fuego gas, the SAN JULIAN compressor plant was installed in 1977, near the Santa Cruz area of the same name. This plant meant a 2.3 million m³/day increase in the volume of gas piped, up to 9.3 million m³/day. In 1978 11.3 million m³/day were piped owing to the installation of 320 kilometres of pipework parallel to the gas line. This concerns two loops with diameters of 762 and 609.4 mm respectively. However, taking into account the constantly increasing demand, another extension is in the planning stages, with a target of 13.5 million m³/day. This will consist of building four compressor plants, which must be operating by 1980. Furthermore it should be recorded that amongst the constructions envisaged is an expansion of the Pico Truncado and General Cerri plant capacities.

5. EXPANSION OF GAS PIPING CAPACITY IN SAN SEBASTIAN-EL CONDOR

Plans are being made for the installation in Tierra del Fuego of the facilities necessary for delivery to the gas line of gas from the CANADON ALFA and CANADON PIEDRAS deposits. The production schedule for these deposits allows for a daily production of 1.5 million cubic metres.

EXPANSION OF GAS PIPING CAPACITY IN THE CAMPO DURAN-BUENOS AIRES GAS LINE

Since 1960 the reserves from the CAMPO DURAN, MADREJONES, and, since 1970, CAIMANCITO, deposits, have been used. These all relate to the northern basin, and are served by a gas line 1744 kilometres long and 610 mm in diameter.

The CAMPO DURAN-BUENOS AIRES pipeline has a capacity of 7.3 million cubic metres of natural gas. This figure consists of the basin's own resources plus the gas which the Republic of Bolivia has been selling to Argentina since 1972, which arrives via the SANTA CRUZ DE LA SIERRA-YACUIBA pipeline near the border. Its first section is reinforced by a parallel pipeline 75 km long.

The system operates at working pressures which fluctuate between 75.5 and 60.7 kg/cm², and has four motorised compressor plants (46,800 h.p.).

The start-up of the CAMPO DURAN-BUENOS AIRES pipeline meant that gas began to be used in the industrial sector in Argentina, and at the same time marked the end of the service being a major city privilege.

As of this year, the purchase volume of Bolivian gas will increase by two million cubic metres per day, therefore a piping capacity which the gas line currently does not have, will be required.

The recent discovery of large gas reserves in the RAMOS deposit, in the region of Salta, means that even more fuel will be produced. This is programmed for a daily delivery of up to 1.5 million m³/day.

The RAMOS gas will enter the CAMPO DURAN-BUENOS AIRES line through a pipeline 47 km long and 305 mm in diameter, in the neighbourhood of CORNEJO (Salta region).

The production may amount to 12.5 million m³/day, depending on the figures which the Y.P.F. can foresee for the deposit once the surveys are completed and the reserves reliably estimated.

It is planned to improve the pipeline by extending the already existing loop from Coronel CORNEJO to CAIMANCITO and installing 138 km of pipework with a diameter of 610 mm. In order to reinforce the section between CAIMANCITO and TUCUMAN, a YPF polyduct will be hired by GAS DEL ESTADO. The expansion will be completed by a 40 km, 610 mm pipeline and the installation of a compressor plant at EL RECREO (Catamarca region). The construction work on the pipeline will be completed in 1979 whilst the EL RECREO plant will be ready in 1980.

GENERAL CERRI COMPLEX

This is situated to the south of the province of Buenos Aires. Currently two cooled absorption plants, one gas compressor plant, plant maintenance shops and one of the largest operational and maintenance bases in the main Argentinian gas line system are in operation there.

At the moment an extraction plant for ethane, propane, butane and higher hydrocarbons from natural gas is being constructed near the above-mentioned facilities. This is the largest plant of its type built in South America.

The plant is to cover an area of 40,000 m². It has been designed to optimise the extraction of natural gas hydrocarbons, using current methods, and aiming for 76% ethane recovery. The selection of the process was made on the basis of a study comparing the system with the Cascade Cooling and Cooled Oil Absorption processes. The cryogenic turbo-expansion will bring a saving of about 164,000 m³/day and 199,000 m³/day of combustible gas compared with the above-mentioned processes.

The GENERAL CERRI complex will start production in the first half of 1980, and at its highest performance stage will process a maximum volume of 18 million m³/day. This performance rate will mean the production of 300,000 tonnes per year of petrochemical grade ethane, and about 350,000 tonnes per year of commercial propane and butane. In order to supply the fuel required by the process, the input gas line piping structure will be designed to make use of the new gas reserves found in the Cuenca Neuquina and the production from the El Condor (Santa Cruz region) and Tierra del Fuego (Cuenca Austral region) deposits.

It should be stressed that the General Cerri complex will be the nucleus of the Bahía Blanca Petrochemicals Centre currently being constructed. Petrochemical ethane will be the main product of this development centre, which will shortly become the axis of Bahía Blanca industry and the take-off point of Argentinian industrial potential.

CENTRAL-WESTERN GAS LINE

The natural gas reserves found in the Cuenca Neuquina have been estimated at more than 200 thousand million cubic metres. This volume will enable a pipeline to be constructed which is intended to satisfy the demand for natural gas in the Cuya region, which lacks gas resources.

This region does not so far have liquid fuel in sufficient quantities to supply its current needs or cope with its future industrial development. In the cities of Mendoza and San Juan alone about 25 thousand tonnes of liquid gas per annum are to be replaced, the import value of which is in excess of three million dollars.

In the first three years of operation, the Central-West gas line will replace a total of six million cubic metres of petroleum, thus avoiding a foreign currency outlay in the order of 500 million dollars.

The construction will make a supply of natural gas possible to the south of La Mesopotamia (Entre Rios province) with scope for later extension to the rest of this region.

The main gas line to be constructed will have a length of 1,100 km, and a diameter of 762 mm, with 600 km of smaller diameter branches. It will be provided with the compressor plants necessary to pipe ten million cubic metres per day.

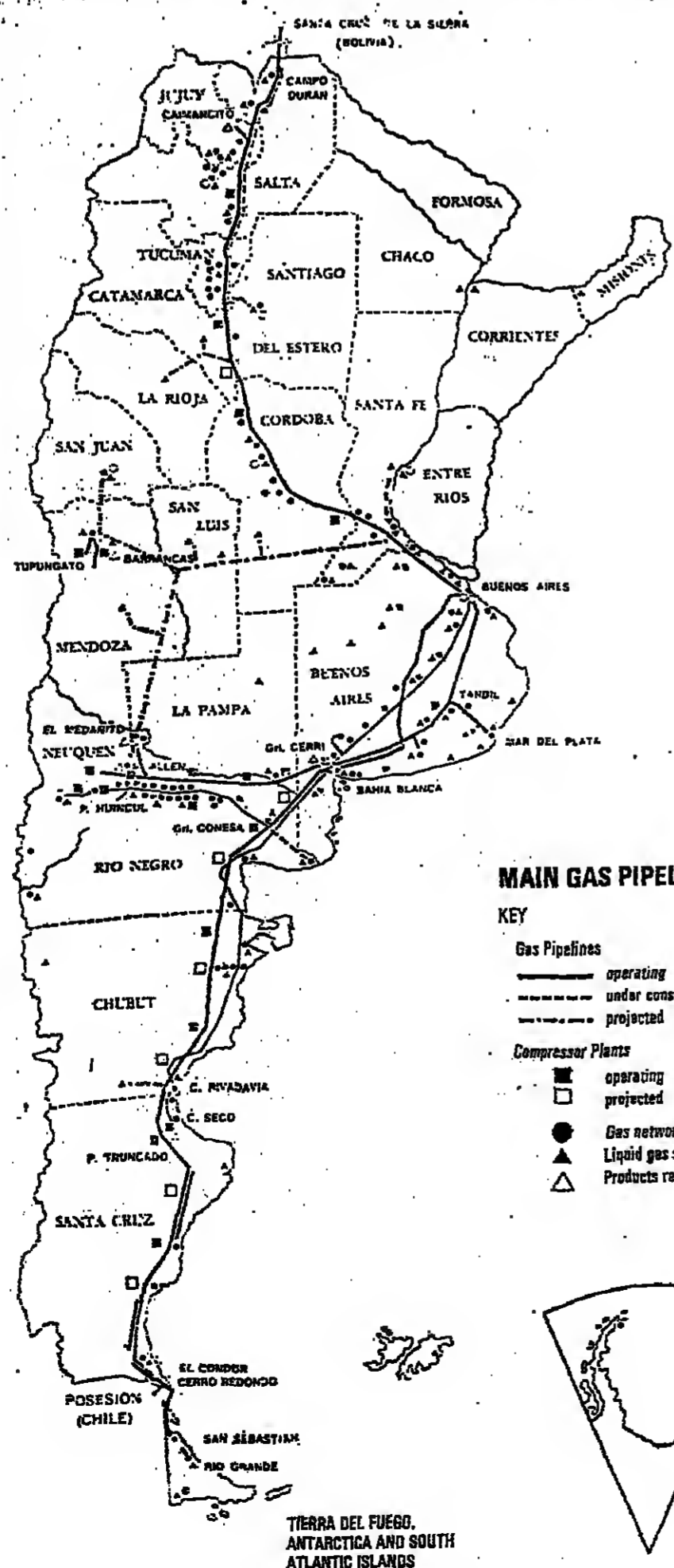
The quantities programmed for transport are: 5,000,000 m³/day initially; 7,000,000 m³/day after one year; and 10,000,000 m³/day after two years.

GAS DEL ESTADO will implement this project by means of an international invitation to tender for a contract of work and services necessary for piping natural gas from the Neuquina deposit to the delivery centres at MENDOZA, SAN JUAN, SAN LUIS etc.

This invitation to tender was issued in November 1978. The date set for opening tenders is June 22nd 1979.

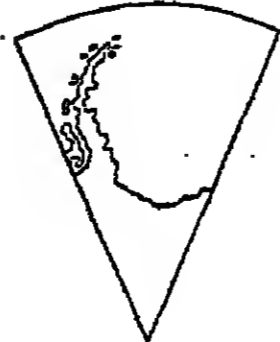
As a form of payment to the company which is awarded the contract, the invitation to tender provides for a type of "toll" based on the rate of gas piped through the gas line system and auxiliary facilities. The contractor will be entitled to receive this for a period of fifteen years, up to the termination of the contract.

GAS DEL ESTADO,
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 Tel: 37-2091 38-9061



MAIN GAS PIPELINES

KEY
 Gas Pipelines
 — operating
 - - - under construction
 - - - - - projected
 Compressor Plants
 □ operating
 □ projected
 Gas network
 ● Liquid gas service
 ▲ Products recovery plants



ARGENTINA VIII

Industrial policy put into action

THE MANUFACTURING industry is the sector which has suffered most from the impact of the new economic policy. In 1978, Argentina's manufacturing industry underwent a 6.8 per cent drop in production.

This decrease was seen throughout the industry with the exception of the paper sector and the non-metallic minerals industry. The lowest point was reached during the first quarter of last year, when factories decreased production because of falling demand and the increase in interest rates, which left the factories with little incentive for keeping sizeable stocks on hand.

In the second quarter of the year, many plants were working only to produce ordered goods, with the result that many workers were idle. The situation improved moderately during the third quarter of 1978, when sales increased slightly.

In a year-end report on the economy, the Buenos Aires business weekly, Mercado, puts much of the blame for the troubles of the manufacturing industry on the Government's failure to evolve a well-defined industrial policy.

But this year, the Government has at last taken major steps aimed at righting the situation. In February, for example, a new "reconversion" law for the automobile industry—designed to reduce the cost of manufacturing cars—came into effect.

The law's chief features are the permission it gives to manufacturers regarding imports and to form agreements with other countries and overseas firms, for the purpose of exchanging parts in import-export operations.

Previously, car makers were prohibited from importing parts which are supplied by local parts makers. Moreover, they were restricted in the manufacturing of these parts and were unable to update car models. The car companies are now allowed, over the next four years, to use successively higher percentages of imported parts in their cars. This year that figure is 4 per cent, next year 8 per cent, and in 1981 and 1982, 10 and 12 per cent respectively.

Tariffs on imported parts, which are fixed independently of the law, are — for parts not made locally — 45 per cent maximum and 10 per cent minimum.

By 1984, the maximum tax is scheduled to be reduced to 30 per cent, while the minimum will remain unchanged.

The most hotly discussed part of new reconversion law (the aim of which is to restructure completely the Argentine automobile industry by opening it up to foreign competition and by reducing Government regulation) is that which permits completed vehicles to be imported again. Local makers are worried about the possibility that the market could be inundated by cheaper Japanese and Brazilian-made cars. A spokesman for Ford's Argentine subsidiary has said: "We are very concerned."

The Government, however, maintains that some outside competition will benefit the industry and help contribute to lower prices. Economy Minister José Alfredo Martínez de Hoz has declared, referring to the Argentine manufacturing industry in general: "We have no intention of destroying our local industries by the wholesale and immediate lowering of all barriers. The device of lowering tariffs while still allowing a measure of protection, as industry adapts to the new situation, is a delicate and finely tuned operation involving close co-operation between the Government and industry."

Unemployment has now dropped to an inconsequential 1.8 per cent.

Surcharge

To prevent the car industry from being swamped by foreign-made vehicles, a minimum CIF price has been established. For cars, this price is \$3.50 per cylinder cubic centimetre, plus a minimum freight charge of 15 per cent. For heavy trucks, the minimum CIF price is \$6 per kilogramme, plus the 15 per cent minimum freight charge. There also is a surcharge on imported vehicles, which for cars will slide from 95 per cent this year to 65 per cent in 1982; and for heavy trucks, from 65 per cent this year to 45 per cent in 1983.

The importance for the reconversion law for the automobile industry is that the industry operates in a growth market. Last year, the Argentine car industry produced 180,000 vehicles, although it experienced a recession in sales. Even so, Argentina has a very high ratio of inhabitants to cars — seven-to-one.

But there is doubt—indeed, disbelief—that the permission to import complete cars in Argentina will reduce the price of the locally-made vehicles. By now it seems obvious that the effects of the new reconversion law, in its entirety, will not be seen immediately by the Argentine car buyer. According to the Ford subsidiary spokesman: "It will take us a couple of years to 'tool up to the law.'"

Car dealers are among the most outspoken critics of the new regulations. One of these, Francisco Villar, writing in the Buenos Aires daily, Clarín, does not think that the Government's attempt at lowering prices of locally-manufactured goods by allowing in imports will be successful with any merchandise, not with just cars alone.

"I base this opinion," Sr. Villar writes, "on my observation of all the imported products which I see being marketed: toilet articles, textiles, electronic apparatus, foodstuffs, and so on. They have not brought down the cost of national production, nor the prices to the consumer."

Sr. Villar continues: "The costs structure in our country is influenced by its over-all inefficiency. The State, as a supplier of services and raw materials, contributes to this inefficiency. It is a structure which will not allow itself to be changed by imports."

"Imported articles absorb that layer of the market which is the tip of the pyramid of the population; the level with the most purchasing power which, however, represents a very reduced sales volume. . . . This leads me to think that we will see a quantity of imported cars on Avenida Alvear, in La Lucila

(both chic areas of Greater Buenos Aires), in the commercial centre of our capital — but I don't think we will see many imported cars in our villages, on our ranches or in use by medium-sized businesses."

The Government (that is, the three-year-old Videla regime) has, however, taken important measures to reduce its own inefficiency as a supplier of services and raw materials to manufacturing industry. In March, 1976, 15 companies were being subsidised by the State; today only two—the Argentine State Railways and the postal services — receive funds from the treasury.

Yacimientos Petrolíferos Fiscales, the State oilfields combine, has cut its work force from 50,000 to 40,000 — and was able to boost annual production of crude by 20 per cent in 1977. In the first 11 months of 1978, the combine produced a record 25m cubic metres of petroleum as against 22.5m cubic metres during the whole of 1977.

In the past three years, the 15 major publicly-owned service companies have reduced the numbers of their employees by 12 per cent but have increased production by 18 per cent which represents a 36 per cent improvement in productivity for each employee.

Another step taken to stimulate manufacturing and industrial development is a law which allows temporary importation (free of duties) of materials, components, process aids or goods to improve cost efficiency, productivity and quality of domestically-produced items. Thus, value is added to the imported material without incurring duties, as long as the final assembled product is exported eventually.

Industrial production and activity actually began to recover during the last half of 1978. In January, this year, usage of electricity by industrial concerns increased 18.3 per cent over the same month last year and is now 14.2 per cent above the figure of January, 1977.

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مكازم الشرق

Banks' fortunes soar

FOR THE international banking community, Argentina has proved to be one of the text-book financial transformations of post-war economic history.

While countries like Zaire and Turkey struggle with their seemingly insoluble problems, the recovery of Argentina from a state of near bankruptcy in 1976 is frequently instanced by bankers as what can be achieved in a relatively rapid timescale when determined economic and fiscal policies are pursued.

In March, 1976, Argentina was torn by guerrilla warfare. Government economic ministers changed in rapid succession, corruption was reportedly widespread, hyper-inflation rampant, and foreign exchange reserves had dwindled to under a token \$20m.

The seizure of power by the military regime of General Jorge Videla ushered in a period which in the last three years has seen exchange reserves soar to a record total of more than \$6bn and a return to a balance of payments surplus — to the tune of \$2.1bn last year.

For the Western banks, the culmination of this recovery was marked by the Government's decision to retire well ahead of time the \$1bn of restructured commercial bank loans contracted after the 1976 coup d'état. The loans were completely repaid, to a consortium of U.S., Canadian, European and

Foreign bankers applauded the strict queuing system for foreign borrowings. Since 1978, the country's central bank has imposed a very tight control over who can borrow, not only as regards large Eurocurrency loans but also smaller transactions of \$5m or less.

This system was also extended to cover private sector entities after the central bank became concerned at the amount of dollars flowing into the country in early 1978.

The first controls imposed lasted until the end of September, 1978. Private sector companies borrowing abroad had to deposit 20 per cent of the amount of the loan at the central bank in peso equivalent. From the beginning of last October, the requirement was reduced to 5 per cent but the funds were still frozen at the central bank and bore no interest.

Government official Dr. Francisco Soldati, who directly controls Argentina's foreign borrowing efforts, regards the queuing system as highly effective.

In a recent interview, he declared, "In almost every case the central bank has been successful in getting better rates for each loan. The queuing system has meant that we have never had more than one borrower in the market at the same time, carrying the Argentine Treasury guarantee."

At the same time, it is clear that Argentina plans to be a regular and extensive borrower on the international capital markets in the future.

Information recently made available within the Argentine Embassy in Washington, based on a rough draft of the country's 1979/81 investment programme, shows that it will be looking for some \$2,586bn in overseas funds in this period.

In support of the programme, Argentina plans to place various orders overseas for plant, equipment, etc. worth \$4bn. Domestic funds totalling the equivalent of some \$10bn will be invested in the programme.

The projects that receive high priority and allocations in terms of foreign borrowings are headed by the Yacireta Dam, a joint venture between Argentina and Paraguay. Some \$1.1bn of borrowings are earmarked for this project between now and 1981.

The next highest sector is oil production, with \$320m allocated. This reflects Argentina's drive to exploit its energy resources, centred on the target of becoming self-sufficient in oil output by 1985.

Other sectors, in terms of specified amounts of overseas finance, are:

- Electric transmission \$234m;
- Telecommunications \$221m;
- Hydroelectric plant at Alicura \$197m;
- Other hydroelectric \$141m
- Roads \$90m
- Gas pipeline via San Martín \$102m;
- Replacement of railwa coaches \$49m;
- Aqueducts \$35m;
- Grain storage \$31m.

John Evans

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ARGENTINA IX

مكتبة من الصحف

Trade with the UK

THE WINDOWS along Calle Florida, the smartest shopping street in Buenos Aires, are plastered with posters proclaiming the arrival of some new imported merchandise or other, such as Argentinians have not seen for decades. The newspapers advertise the fact that Citroen Pallas made in France are being unloaded at the dock and are newly available at a cost of \$37,000. Buying a tuba of toothpaste, one is pressed to take a card or two of Korean hairpins. Crowds gather round the shop where they are selling Japanese electric organs and Argentine golfers are celebrating the return of Dunlop golf balls.

The military junta's policies of import liberalisation and the maintenance of a substantially overvalued peso has created a thirst for foreign goods which scores of Argentine businessmen turned import agents are rushing to satisfy. The result could be a useful boost to British sales to Argentina and a balancing of a trade account which is currently running in Argentina's favour.

Despite a disappointing year in 1978 British exports to Argentina have been healthy enough, going from \$87.7m in 1975 to \$63.3m in 1976, jumping to \$130m in 1977, then falling back to \$113m last year.

Last year, however, saw years of negotiation about the sale of a flotilla of destroyers to the Argentine navy shortly by the decision of the junta to purchase an untried West German design from Blohm und Voss. The contract, worth hundreds of millions of pounds, would have given a fillip to the British trading position.

Though the decision was a blow to the British negotiators, officials emphasise that there are plenty of big new long-term projects in which British exporters can benefit while exporters at the consumer end of the market consolidate their place in the retail stores. A recent issue of Trade and Industry, the weekly of the departments of industry, trade prices and consumer protection, listed the big public sector investment programme, with projects ranging from the Yacretá hydroelectric scheme on the River Paraná down to the provision of a third aerial for satellite communication. The fact that British consultants, including British Rail's Transmark, have secured im-

portant contracts recently in the transport sector is seen as a good sign for future business. In the still sluggish private sector British manufacturers recently won a £10m order for biscuit-making equipment, and when the Argentina farm sector and food processing industry finally decides it is time to modernise there should be further opportunities for British exporters.

The renewed interest of British sellers is reflected in the fact that the trade missions to Buenos Aires are much more numerous than last year, ranging from the Publishers Association and the Federation of Sussex Industries to the Ship and Boat Builders National Federation.

The British share of the Argentine market is still only a fraction of what it was at the beginning of the century, a bare 4.3 per cent in 1977, compared to the 18.8 per cent of the U.S. and the 10.8 per cent of West Germany.

Argentina's sales to this country have for their part grown more smoothly and consistently than British sales in the other direction. In the four years 1975-78 the figures were \$53.4m, \$90m, \$120m and \$153m.

Limited

In every year meat and meat products headed the list. British interest in Argentine beef and veal is still limited by doubts about the health of Argentine stock, by fear of the import of Argentine meat will set off a new wave of foot and mouth disease, such as ravaged British herds a decade ago, and by the operation of the European Community's Common Agricultural Policy. Nevertheless, sales of Argentine corned beef have been growing strongly, from about 15,000 tons in 1973 to 30,000 tons last year.

Argentina last year sold textile fibres worth \$21.7m and a good Argentine harvest meant that oil seed and cattle feed sales rose from \$207,000 in 1977 to nearly \$22m last year.

Despite the Common Agricultural Policy there is every indication that Argentina will continue to do a steady trade in the traditional farm products with Britain whatever the vagaries of climate and currency. The present Argentine policy of keeping the peso very appreciably overvalued has,

however, put in doubt the future of some non-traditional lines which had recently been growing in acceptance in Britain. This month one leading British importer of Argentine wines, for instance, visited Buenos Aires and announced that the rocketing price of the wines was making them totally uncompetitive in the British market and that the work which had been done in the past few years to introduce them was in serious danger of being wasted.

Under the present economic policies the parity of the peso is fixed until the end of the year, and there are few indications that the overvaluation will do anything but get worse. The winegrowers may therefore have to say goodbye to the British market for some time to come, and they may not be the only sufferers.

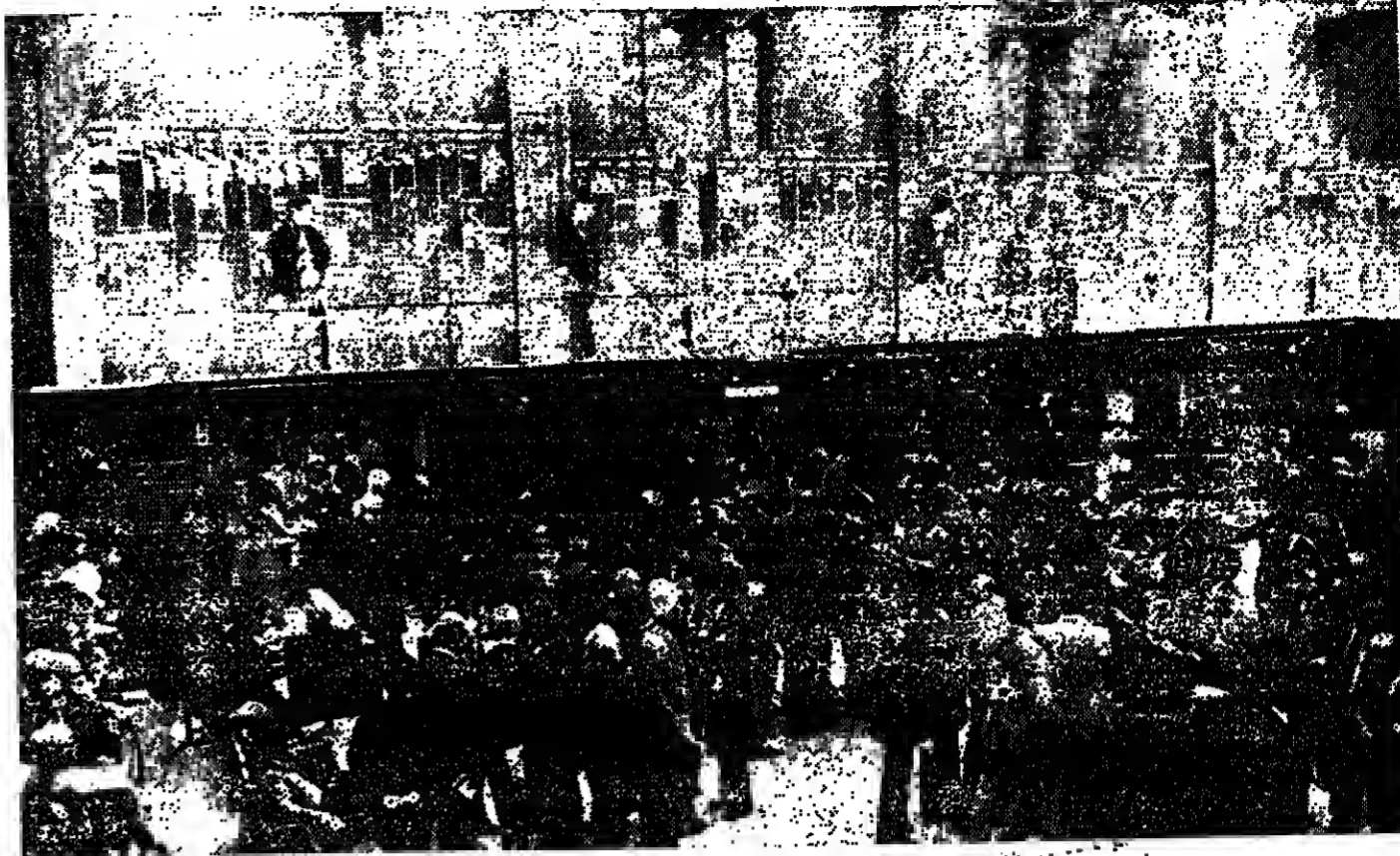
But, as has been stated elsewhere in this Survey, there is a big question-mark over the

continuation of the present policies and, as in fields other than trade, the long-term aims of Argentine rules are not always put into practice.

Just as it is entirely possible that the freedom to import may be cut back, so a new political twist in the country could once again establish a close purchasing power of the peso and the value it has across the bank counters.

In 1979, as always in the past, trading with Argentina demands patient application, great flexibility. One has to be able to judge the moment when to jump on the galloping horse and have the same acute sense of timing needed to jump off it safely. During the last century the British were adept at that. More recently they seem to have lost some of the knack. There is no obvious reason why they should not regain it.

H.O'S.



The main hall of the Buenos Aires stock exchange

Better financial control

IN THE last three years the economic team of Minister José Alfredo Martínez de Hoz has attempted to liberalise all the components of Argentina's productive apparatus. Perhaps the sector in which the most progress has been made towards liberalisation has been the financial one.

However, the new system was not put into effect until the second half of 1977, and there were difficult moments last year when it seemed doubtful that the Central Bank officials could find the measures needed to bring the situation under control. In the last four months of 1978, however, the authorities achieved total control of the monetary expansion mechanism, for the first time in 30 years.

Indiscriminate monetary expansion had been one of the main causes of the increasingly high inflation. One of the difficult periods last year was the heavy influx of foreign money, which was converted into strong currencies in pesos on the local market. Both the industrial and livestock-agriculture sectors protested about the high interest they had to pay. At

one moment this rose to 11 points on 30-day loans. During the first six months of last year, it is estimated that nearly \$3bn entered the financial market. To face up to this alarming situation, the Central Bank ruled that private sector companies borrowing from abroad must deposit 20 per cent of the loan at the Central Bank in the peso equivalent. These obligatory deposits, which have since been reduced, produced no interest. The deposit requirement will be reduced further as the cost of funding from abroad and locally becomes more equalised.

It was in August last year that the Central Bank authorities began to get a firm grasp on the growth of the monetary base. And the climate at the beginning of 1979 was one of optimism. There was a \$2,000m balance-of-payment surplus, evidence that considerable progress had been made in the foreign sector, continuing the trend of 1977 and 1976. Because of the favourable foreign trade, the movement of capital was practically neutralised during 1978.

Exports increased to nearly \$5.3bn, mostly because of the

sales abroad of corn, sorghum and oleaginous crops, principally soybeans. The world market prices for these commodities were generally good. Exports of fine grains, especially wheat, were not as high as the year before, simply because there were exportable surpluses. But as the exportable surplus of Argentine beef exports increased by 20 per cent over those of 1977, EEC restrictions on imports were in some measure offset by Argentina's success in finding new markets, especially in the Middle East and Africa. Moreover, Argentina concluded important operations with Greece and Brazil. Wool exports also did well and at good prices.

These and other factors permitted Economy Minister Martínez de Hoz, at the end of 1978, to pre-set through the Central Bank—the exchange rate for the peso from January this year to August, as a means of reducing inflation. Maximum increases for public utility rates have also been pre-set, and industry is now working within known parameters. There are no price or exchange controls

in Argentina, but industry is being asked to keep price increases within these limits. Says Dr. Martínez de Hoz: "If domestic prices in a sector have risen above the guidelines, while capacity still exists in that industry, we have lowered tariff barriers to increase supply. Then demand determines the price."

Dr. Martínez de Hoz's first move to revolutionise the banking system was the Financial Entities Law of February, 1977. This law, designed to channel financial resources away from speculative sources into productive ones, allowed banks to receive deposits from third parties on their own account. In an attempt to bring "black" money back into the banking system, Dr. Martínez de Hoz eliminated the parallel foreign exchange market.

But most important in his drive to revolutionise the banking system was his freeing of interest rates, which for years had been fixed by the Central Bank. That system permitted enormous speculative profits to be made. Now, with set interest rates, banks have to compete for deposits. "For the first

time in 30 years," says the London magazine *Euroconomy*, "the depositor has a choice." Still, Christian Zimmermann, vice-president of the Argentine Central Bank, says that, "technologically, I think Argentina is 20 years behind other financial centres of the world. We have to run very fast to recover the time we lost in the recent past."

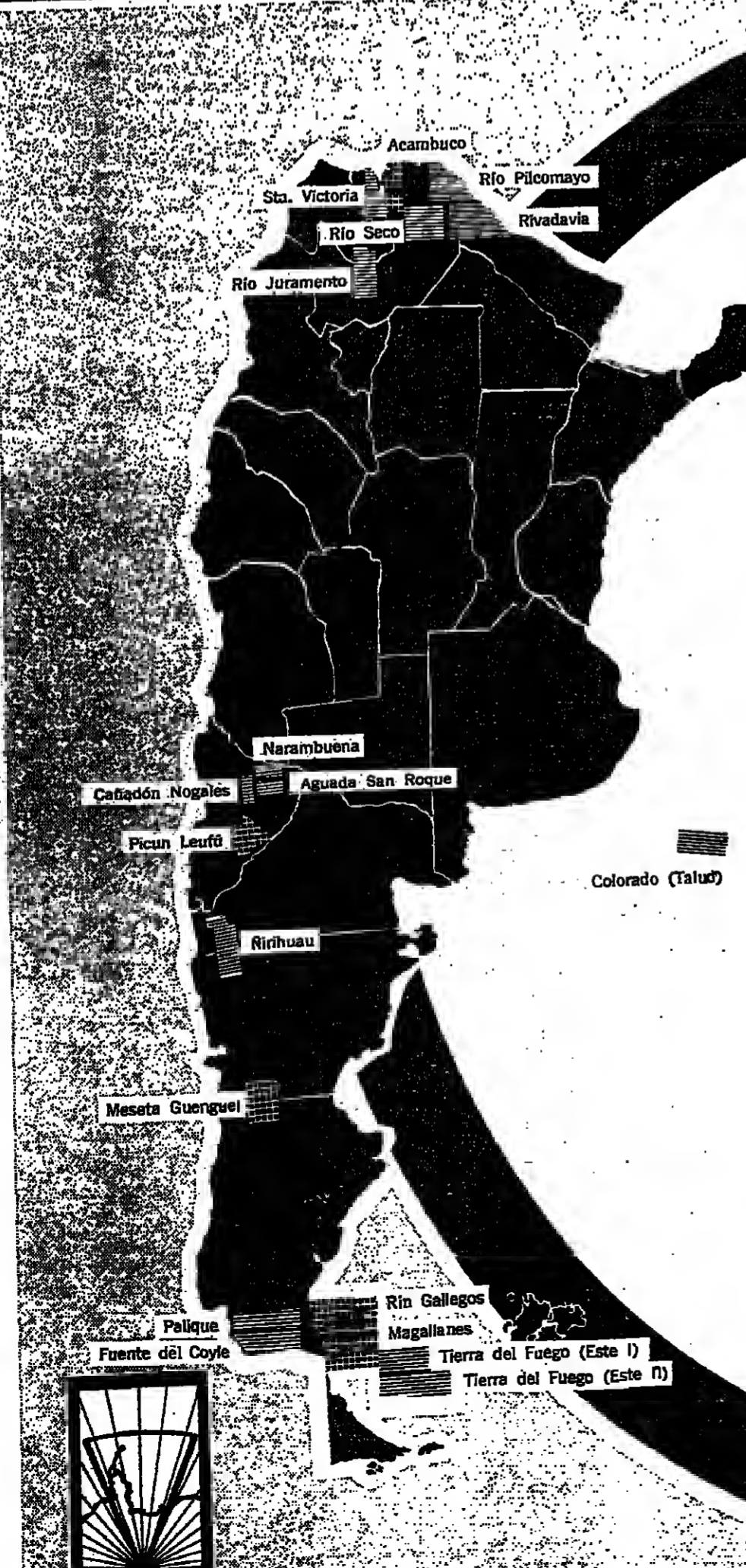
"Our system is inefficient, because some banks do not believe in competition. What I want in Argentina are capable and serious banks," Ricardo Zinn, director of the Banco de Italia y Río de la Plata, agrees: "There still needs to be more competition."

There are now 115 commercial banks in Argentina, as well as two development banks, four investment banks, one mortgage bank, one savings bank, about 349 co-operatives. Since Dr. Martínez de Hoz became Economy Minister more than three years ago, the Argentine banking system—notwithstanding its continuing "inefficiency"—has become more dynamic. Proof is that real liquidity has increased three times since 1976.

The Central Bank, as it has been transformed by its president, Alberto Dix, under Dr. Martínez de Hoz, has received high praise from John Lawrence of Lloyds Bank International: "The Central Bank is very strict and clinical. If you make a mistake, that's too bad. I respect the professionalism of the authorities."

It was Dr. Dix who introduced what has become the key to the new Argentine banking system, in June, 1977. It is the *cuenta de regulación bancaria*, which obliged banks to deposit 45 per cent of their deposits in the Central Bank. This *efectivo mínimo* made it impossible for banks to lend more than 55 per cent of their deposits. In implementing the measure, Dr. Dix tried to accomplish two things:—something which Dr. Zimmermann and Dr. Zinn think is still lacking—and to control the growth of credit. As the *efectivo mínimo* declines also, inasmuch as it is a temporary measure designed to control inflation.

R.L.



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 - 25 years
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 - In hydrocarbons (when the country becomes selfsufficient and has enough oil reserves).

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 - Companies or persons that make investments on grantee companies can deduct from their taxes 100 % of such investment.
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ARGENTINA XI



A meat processing line in a Buenos Aires factory. The Argentinians have overtaken the Uruguayans as the world's largest consumers of beef

World record beef eaters

THE ARGENTINES are conservative in their gastronomy, to the point of being unimaginative. And they are getting more so instead of less. Last year, the per capita consumption of beef by the Argentinians, notwithstanding rising prices, increased to 82 kg, and apparently surpassed that of their neighbouring Uruguayans, who had long held the record as the world's number one beef gorgers. The smell of Buenos Aires at midday, with a surfeit of asado de tira, vacío and chorizos roasting over wood embers at countless construction sites, must be disquieting to any devout Hindu or convinced vegetarian.

There are nearly 4,000 restaurants in greater Buenos Aires, but only one is macrobiotic and only one is vegetarian. As though it expected to be raided by the police at any moment, the single vegetarian restaurant has hidden itself away, with its 20 tables around an inside courtyard in the pasta-omelette Jewish district.

The Italian influence in Argentina is strong, not to say overwhelming. There is more Italian than Spanish blood in the collective veins of the Argentinians. All three members of the military junta are of Italian descent—Viola, Lambruschini, Graffigna. A result of this pervading Italianism is that the Sunday

midday meal of pasta—ravioli, fettucini, capelletti or tallarini—has become a tradition with the Argentinians. But if the Sunday pasta is not accompanied by estofado, inevitably beef stew in Argentina, it is followed by a separate beef dish.

The Argentinians' high intake of beef and, inevitably, animal fats, is widely blamed for the high incidence of blood disorders, gout, liver and kidney diseases, heart attacks, high blood pressure and cancer among them. In March, Catalonia's dietitian Ana Maria Lajusticia, as always on a crusade for us to consume more magnesium (according to Sra. Lajusticia, a latterday Catalanian proverb is: "Without magnesium, we are no one. Without magnesium life is not worth living." Said of the Argentinians' penchant for devouring bifecs at any time of day or night: "A people which is so carnivorous should know that they are polluting their blood with urea and disturbing their livers, their kidneys and their eyesight. Go ahead and eat your famous bife de chorizo. Yes, by all means. But cut off the fat."

A great doubt as to whether experts practice what they preach, emerged in Buenos Aires in October last year when the 7,000 delegates to the International Cancer Congress were served with—and pretty well consumed at one sitting—20,000

chorizos, a particularly fatty sausage, 12,000 blood sausages, 800 lengths of a beef rib cut, 200 lambs, 200 kg of sweetbreads, 2,000 lengths of chitterlings, 5 tons of delicacies including lobster, crab, turkey and suckling pig, 20 kinds of cheese, other assorted cold cuts, 1,000 bottles of champagne, 500 bottles of fine wine, 600 bottles of whisky, 1,000 litres of beer, 2,000 bottles of soft drinks; also 1,300 kg of bread.

The efforts of officialdom—this Government and previous ones—to get the Argentinians to eat any meat but beef has been an uphill struggle. Last year, the per capita consumption of pork and mutton increased, but only slightly, to nine and five kilograms per head, respectively. The same has been the case with fish, which abound in Argentina's magnificent rivers, lakes and territorial waters (300 miles wide and 1,300 miles long in the Atlantic Ocean). The Argentine navy and coastguard diligently police the territorial waters to keep out poachers, especially fishing boats from Iron Curtain countries. But the Argentinians on the average ate only 8 kg of fish each in 1978.

A peculiarity of the gastronomic scene in Buenos Aires now, as before—and a mystery too in view of the constantly rising cost in real money, of eating out—is the opening of new restaurants. Derek H. N. Foster, the English-language Buenos Aires Herald's caustic food and wine critic, who sometimes seems to be carrying on a one-man campaign to improve Argentine cuisine, wrote recently: "If there is one thing that is never lacking in BA it is novelty. Not that much of this novelty is worth writing about, even in a superficial manner... Italian restaurants are a dime a dozen in this city

and few are worth any particular attention..."

A besetting ailment of Buenos Aires restaurants is their tendency to be erratic in the food they serve and in the expertise with which they serve it. The only constant any more is the steady increase in prices. By way of saving on printing costs, many restaurants list their prices on the menu in pencil: easily erasable. The general unreliability of Buenos Aires restaurants in matters having to do with quality is usually caused by the quick turnover of cooks, other staff and even owners—a phenomenon seemingly more pronounced here than in other large cities. There are exceptions, of course, but they are no guarantee of lasting quality. Some Buenos Aires restaurants which have not changed ownership or staff for 30 years maintain undeserved fame with stultifying menus which never change.

Contributing mightily to the price of a restaurant meal in Argentina is the wine. In fact, Argentina's chance to export this part of its gastronomy—its increasingly excellent wines—is being ruined by rocketing prices. A spokesman for Vinos Argentinos, a company which is trying to export some of the better local wines, told me the other day: "We have priced ourselves out of the market." This seemed to be confirmed on April 17 by David Stevens, of Matthew Clark and Sons, the company which imports Argentine wines into Britain. Mr. Stevens said in Buenos Aires: "Argentine wine is now disproportionately more expensive than Italian, Spanish, Greek, Bulgarian, Romanian and Hungarian wines, and those of the rest of the world, and thus will lose the British market, where we had such a hard time launching it."

R.L.

Oilman

CONTINUED FROM PREVIOUS PAGE

Banco de la Nación Argentina in London. Mr. Emery got the Bank involved in a number of consortium loans, some of which it co-managed, including a \$75m issue for SEGBA, the Buenos Aires power company. The bank was involved in a good deal of business outside Latin America, including issues for Spain and Portugal and Sonatrach in Algeria.

Last year he handed over the running of the Bank to an Argentine colleague, staying on as a contact man. But as people in the musical world know well there is more to Ralph Emery than oil and banking. Since 1962 he has shared the responsibility of the English Bach Festival with his Greek-born wife, Lina Lalandi. The Emerys have provided a financial cushion for the Festi-

val since its inception. "We sometimes had to put up a bit of money, which we sometimes got back," he says.

The Festival has grown from an event which originally sought to have Bach's music performed by orchestras producing sounds faithful to those of the period of the composer's era. "The Festival was at the beginning of the whole movement in England of playing music on instruments authentic to their period," he says. This year's productions include an opera by Rameau, which receives its first performance at the Queen Elizabeth Hall on May 1. "It's one of those passionate things," he says in a quiet tone which belies his commitment to and absorption in the Festival.

H.O'S.

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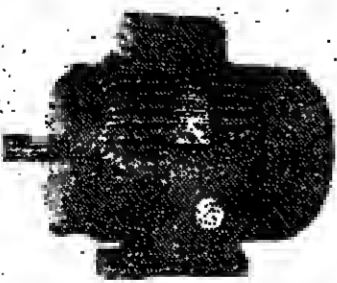


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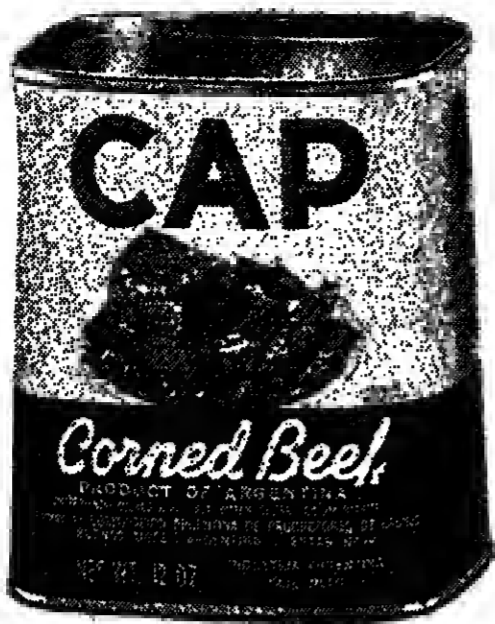
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ARGENTINA XII

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Border rivalries cool down

THE MAIN preoccupation of Argentina in its global strategy is, inevitably, Brazil. Not only are the two countries South America's giants; they share a common border.

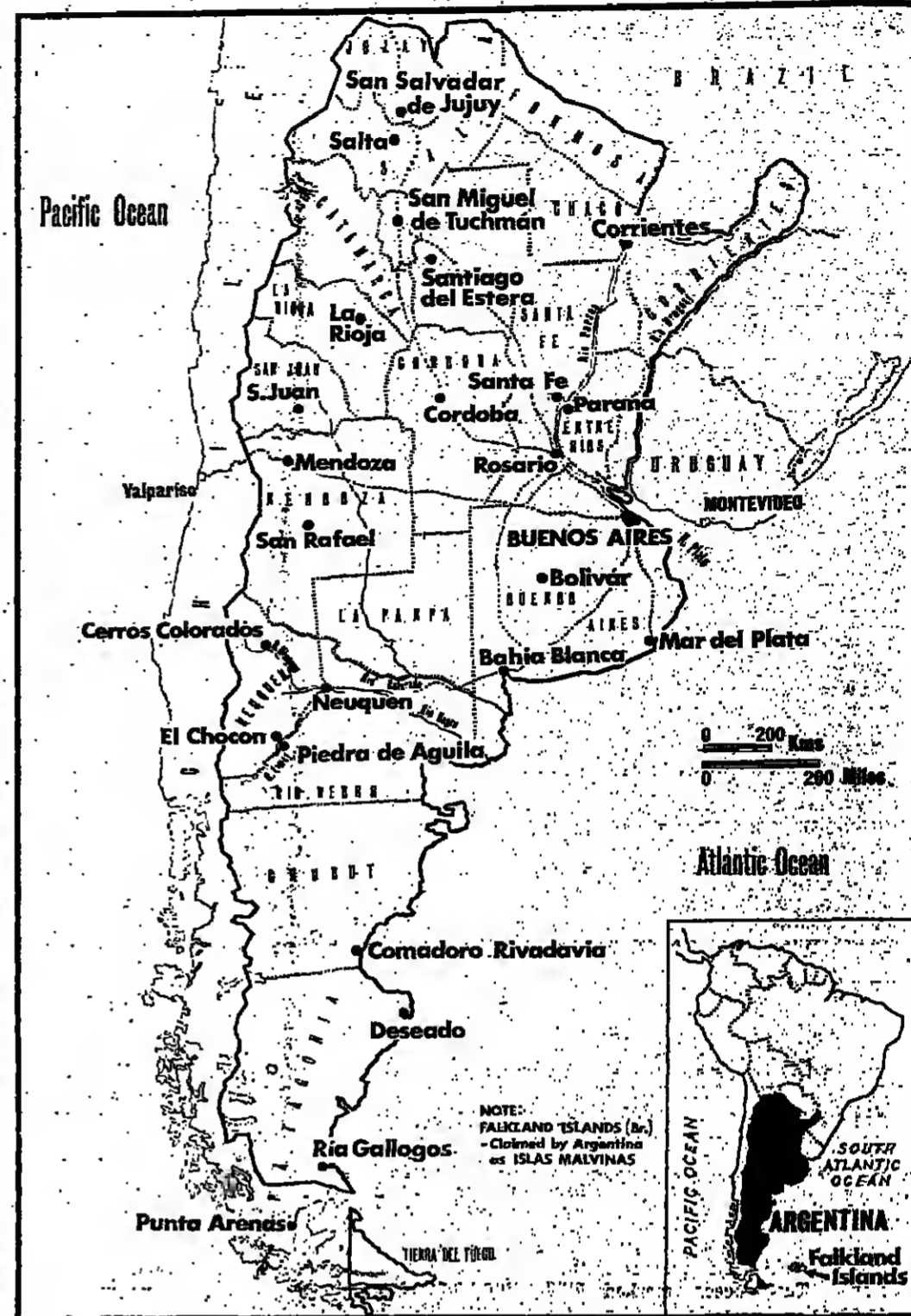
The rivalry between Argentina and Brazil has existed from colonial times when neither was an independent republic. The friction between them today over the development of the upper Paraná River is a case in point. Brazil objects to the height of the dam which Argentina proposes for its programmed hydro-electric project (jointly with Paraguay), at Corpus on the Paraná River, maintaining that a dam of such size would reduce the efficiency of the Itaipú hydro-electric scheme which Brazil is building upriver with Paraguay.

The game of pressures and counter-pressures in the River Plate basin by Brazil, at times in partnership with Paraguay, is part of the geopolitical action which dates back to the Portuguese Empire," says Sergio Cerón in the Buenos Aires daily, *La Opinión*.

Referring to the question of the size of the dam at Corpus, Sr. Cerón concludes: "The wager is much higher. It is levelled at the question of who will dominate the River Plate basin, which is the Ruhr Basin of Latin America. The challenge is geopolitical and, as such, most he accepted."

Now that the conflict between Argentina and Chile over the Beagle Channel has been shelved indefinitely—with the mediation of Pope John Paul II—the River Plate basin once again is the number one priority of Argentina in its geopolitical thinking. The director of Argentina's Institute of Geopolitical Studies, Augusto E. Rattenbach—a retired army colonel—says so with emphasis: "The river, indeed red-hot, area is the River Plate basin."

Despite Paraguay's policy of at times, playing off Argentina and Brazil against one another, Argentina's efforts to maintain optimum relations with the other three River Plate basin countries—Paraguay, Uruguay and Bolivia—have been for the most part successful. Now that the Eximbank, after refusing Argentina a loan to buy Boeing jets for Aerolíneas Argentinas because of Videla's regime's human rights record, has approved a loan for Yacretá-Apipe hydro-electric scheme, (another planned joint venture between Argentina and Paraguay on the upper Paraná River), co-operation between the two countries is moving ahead again.



There is avid interest in the Foreign Ministry in the outcome of the British General Election. There is a belief in Argentina, surely unfounded, that the Tories when in power are more adamant in upholding Britain's continued sovereignty over the Falkland Islands than is Labour.

Argentina well realises the disadvantages, in its rivalry with Brazil, resulting from its low population (barely more than 25m) and the birth rate, which is one of the lowest in the world.

While the Government of Brazil, which has a growing population of 110m, is in the process of initiating a birth-control scheme, appeals to the Argentine populace by successive governments for an increase in the birth rate have come to nothing.

Another retired army colonel, Horacio Ballester, who is on the board, with Col. Rattenbach, of the Institute of Geographical Studies, sees massive immigration as the only solution to Argentina's demographic dilemma.

"We cannot expect a solution solely through the negative growth of the population, he says, adding that immigration from Chile, across the cordillera, is the only salvation for Patagonia, the most sparsely populated of Argentina's many sparsely populated spaces. The Chileans, says Col. Ballester, "are the ones who are the nearest, the ones who want to come and the ones who already are acclimatised to work in that region."

But the Argentines see a problem with Chilean immigration. Many of the Chileans who already are in Patagonia (an inclement, windswept expanse where most Argentines refuse to live and work) maintain their close affinities with their native land, whether they have Argentine papers or not.

During the Beagle Channel crisis, Chileans in Patagonia especially were widely accused by the Argentines of constituting a fifth column—spies in our midst.

But Col. Ballester says that the problem is not the influx of Chileans into Patagonia, but that there are no controls on their immigration. He relies on Argentine Government controls, as well as communications, paved roads, air fields, ports, radio and television to make good Argentines of the Chilean immigrants—and of the Bolivian immigrants in the north-west and the Paraguayan immigrants in the north-east.

The Argentines need to populate their country, and in so doing make full use of its natural resources, is probably the prime consideration behind

by thoughts of assured access to Antarctica, a continent which holds out promises of untold riches for the future.

The National Nuclear Plan, approved in January, is a case in point. The nuclear plan is the best chartered of all the development plans. The only Latin American country so far, with a functioning nuclear power reactor, Argentina will have a second one working by the end of 1981 and has earmarked \$10,000m for the installation of four more of them, plus a heavy water plant, by 1997.

Argentina's decision to install a heavy water plant as soon as possible—because the line of reactors for which it has opted uses natural uranium, which the country has in appreciable quantities, and so must have heavy water for the moderator—has caused a considerable stir in Europe and the U.S.

The State Department has voiced its "preoccupation." Argentina has not signed the 1976 Tlatelolco (Mexico) non-proliferation treaty, and last month, the president of the National Atomic Energy Commission, Rear Admiral Carlos Castro Madero, announced that Argentina is ready to renounce any further technical assistance from that entity (although it will not withdraw from the International Atomic Energy Organisation), "because of the

the Videla's regime's ambitious plans—in many instances still not well defined, for development.

He added that Argentina will continue to offer its experience to other Latin American countries interested in developing their own nuclear capability. He also said that Argentina is interested in plutonium technology, "which would double our uranium reserves and make possible the utilisation of a new generation of power plants, using plutonium, in the 1990s."

hindrances put up by the more developed countries and the excessive restrictions on the interchange of technology."

He added that Argentina will continue to offer its experience to other Latin American countries interested in developing their own nuclear capability. He also said that Argentina is interested in plutonium technology, "which would double our uranium reserves and make possible the utilisation of a new generation of power plants, using plutonium, in the 1990s."

In other words, Argentina wants breeder reactors which are capable of producing their own fuel which they use to generate power. Admiral Castro Madero, said that Argentina's nuclear plan has only peaceful ends and rejected a reporter's insinuation that Argentina is the "nuclear leader" in Latin America.

"The phrase is irritating because of its connotations of competition," he said. "If I die or resign, I will leave a great debt to my country and to my people. I will leave behind me a country which is not yet ready to be an atomic power. It is an eminently political decision."

Vital

There also is the consideration that 65 per cent of Paraguay's exports are marketed with Argentina. 50 per cent of them through the port of Buenos Aires.

Peru, although on the Pacific Ocean and not within the River Plate basin, is vital to Argentina geographically. Col. Rattenbach comments: "Peru always has been a special ally. Moreover, Peru—and I am interested that the term he interpreted precisely—is a strategic compensator for Argentina, just as Chile is a strategic compensator for Brazil." He repeats: "Peru is a country of the first priority for Argentina."

When it looked as though Argentina and Chile would go to war over the Beagle Channel dispute, Argentina looked to Peru and Bolivia as natural allies. Both these neighbours of Argentina have serious standing grievances with Chile originating in the 1879-1881 War of the Pacific in which Chile annexed two provinces from Peru and took away Bolivia's outlet to the sea.

Argentina denies that in the months leading up to the climax of the Beagle dispute with Chile, in December last year, it formed an anti-Chile alliance with Peru and Bolivia.

But it was a period when Argentina installed a test nuclear reactor near Lima, and promised Bolivia nuclear technology, and when Bolivia broke diplomatic relations again with Chile, claiming that the Pinochet regime was not serious in talks supposedly aimed at returning to Bolivia its outlet to the Pacific.

In November, 1978, the Peruvian Foreign Minister, José de la Puente, while on a visit to Santiago, Chile, denied the truth of a report then circulating that Peru had declared its neutrality in the Beagle Channel dispute. Brazil, generally conceded to be pro-Chile in the dispute, was, however, meticulous in denying it repeatedly.

Argentina's threat to take armed action against Chile in the dispute in the Beagle Channel—which is at the southern tip of South America where the waters in the region are considered by Argentina to be its gateway to the Antarctic—reflected this country's determination to keep the sea lanes open for trade with the Far East and Australia.

Argentina's claim to sovereignty over the Falkland Islands, a British Crown Colony which Argentina calls the Malvinas Islands, is also tempered

Immigration

Another retired army colonel, Horacio Ballester, who is on the board, with Col. Rattenbach, of the Institute of Geographical Studies, sees massive immigration as the only solution to Argentina's demographic dilemma.

"We cannot expect a solution solely through the negative growth of the population, he says, adding that immigration from Chile, across the cordillera, is the only salvation for Patagonia, the most sparsely populated of Argentina's many sparsely populated spaces. The Chileans, says Col. Ballester, "are the ones who are the nearest, the ones who want to come and the ones who already are acclimatised to work in that region."

But the Argentines see a problem with Chilean immigration. Many of the Chileans who already are in Patagonia (an inclement, windswept expanse where most Argentines refuse to live and work) maintain their close affinities with their native land, whether they have Argentine papers or not.

During the Beagle Channel crisis, Chileans in Patagonia especially were widely accused by the Argentines of constituting a fifth column—spies in our midst.

But Col. Ballester says that the problem is not the influx of Chileans into Patagonia, but that there are no controls on their immigration. He relies on Argentine Government controls, as well as communications, paved roads, air fields, ports, radio and television to make good Argentines of the Chilean immigrants—and of the Bolivian immigrants in the north-west and the Paraguayan immigrants in the north-east.

The Argentines need to populate their country, and in so doing make full use of its natural resources, is probably the prime consideration behind

Reactors

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The Financial Times is planning to publish a number of Surveys on Latin America. The titles and proposed publication dates of those planned are listed below. Other titles may be added during the course of the year.

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Brazilian Banking and Insurance	July 11
Mexican Oil	July 27
Brazil	October 16
Venezuela	October 24
Mexico	November 20

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Resignation of chairman at Alsthom-Atlantique

BY DAVID WHITE IN PARIS

A POLICY clash over the shipbuilding activities of Alsthom-Atlantique, the big French engineering group, has led to the resignation of its Chairman, M. Pierre Loughe...

cent higher than in 1977, the first full year of activity after the merger. The dividend is being maintained at a net FFR 6.

M. Ambrose Roux, recently expressed concern over the losses of the shipbuilding sector, which makes up a quarter of Alsthom-Atlantique's business.

Saudi contract will boost Ballast-Nedam

BY OUR AMSTERDAM CORRESPONDENT

BALLAST-NEDAM, the Dutch construction group, expects a further rise in profits in 1979 at top of sharply higher turnover.

The company expects to win further Middle East orders this year. Profits and turnover in Holland will be adversely affected by the recent severe winter weather but prospects for all divisions are reasonable.

Turnover will continue at a high level in 1980 because of the Saudi order but there will be a slight fall in 1981 when it is completed.

Investment is expected to fall to about F1 45m, (\$22m) this year after rising by 55 per cent to F1 110m in 1978.

Net profit rose 37 per cent to F24.1m in 1978 on 50 per cent higher turnover of F1 1.76bn.

Crisis at Denmark's computer group

By Hilary Barnes in Copenhagen

REGNECENTRALEN, Denmark's only domestically owned manufacturer of computers, announced on Friday that it has suspended payments to creditors and given notice to all its 1,050 employees in Denmark.

The company had a turnover in the year to end March 1978 of about Dkr 400m (\$75.6m), and pre-tax profits of Dkr 12m (\$2.26m). A Dkr 16m loss by the Norwegian subsidiary during the last accounting year, blamed in part on incorrect information from the subsidiary to the parent company, and chronic accounts caused a cash crisis which the company was unable to ride out.

Mr. C. G. Sandberg, the managing director, said that the group would look into the possibilities for a financial reconstruction. "There are a lot of activities here and abroad which are sound and we hope we can continue them," he said.

The group has service and sales subsidiaries in ten countries, employing about 380 people.

The group, which specialises in small computers, has over received assistance from the Danish Government, unlike its competitors in most European countries. The management has complained that its chances of survival are reduced because the Government and other public organisations have refused to give the group preferential treatment in foreign employment.

It is understood that foreign investors are interested to take part in the reconstruction of the company.

The company now has five months in which to clarify its future, but Mr. Sandberg said he hoped this could be achieved much more quickly.

Nedlloyd outlook poor as dividend is cut

BY CHARLES BATCHELOR IN AMSTERDAM

A FURTHER worsening of the results of the Nedlloyd group, Holland's largest shipping line, is expected in 1979. The company faces continued tough competition on most of its scheduled routes from non-Comcon countries.

Nedlloyd's result suffered from the high cost of operating from Holland and from overcapacity in the tanker and bulk cargo markets. The lower dollar rate led to a F15m cut in profit.

The losses due to the delayed delivery of the container vessel Nedlloyd Hoorn, are put at F130m. The company is seeking compensation from Rip-Scheide-Verolme for this ship and for the late delivery of another vessel.

McKenzie and Sarlos, a Toronto firm of investment counsellors, said it has sent a letter to Mr. J. H. More, the chairman of Brascan, with the criticism and a call for a meeting between Brascan shareholders and management to explain the Brascan move.

Mr. Barry Zuckerman, a vice-president and partner in the investment firm, said that McKenzie and Sarlos is acting on behalf of a group of client shareholders with total hold-

ings of about 700,000 shares, or about 2.5 per cent of outstanding shares. He said this represents the largest block of non-institutional shareholders of Brascan and the second largest block after Edper Equities.

These holdings are dominated by a single block of about 600,000 shares held by interests representing Mr. Max Tenenbaum, president of York Steel Construction, Toronto, and another block of about 100,000 shares held by HCI Holdings in which Mr. Zuckerman, along with Mr. John McKenzie and Mr. Andrew Sarlos are directors.

CURRENCIES, MONEY and GOLD

BY COLIN MILLHAM The U.S. was not the only major country to publish its consumer price index last week, although of all inflation indicators none was awaited with more interest than the figures from Washington.

The rise in consumer prices in Belgium and Denmark made an interesting comparison. The April increase of 0.24 per cent in Belgium confirmed the steeper trend seen lately in inflation, which is now running at an annual rate of 3.3 per cent, compared with 3.7 per cent in March.

Dutch interest rates may come under pressure in the next few weeks, as technical shortages work their way through the Amsterdam money market during May.

Other Markets: Argentina Peso, Australia Dollar, Brazil Cruzeiro, Canadian Dollar, French Franc, German Mark, Hong Kong Dollar, Italian Lira, Japanese Yen, Kuwait Dinar, Luxembourg Franc, New Zealand Dollar, Saudi Arab, Singapore Dollar, South African Rand, Swiss Franc, West German Mark, Yugoslav Dinar.

CURRENCY RATES table showing exchange rates for various currencies against the U.S. dollar.

The relative strengths of the franc and Danish krone are very much a reflection of Copenhagen's much higher interest rates than Brussels.

GOLD table showing gold prices in London and other markets.

OTHER MARKETS table showing prices for various commodities and currencies.

THE DOLLAR SPOT AND FORWARD table showing spot and forward rates for the dollar.

THE POUND SPOT AND FORWARD table showing spot and forward rates for the pound.

EXCHANGE CROSS RATES table showing cross rates between various currencies.

LONDON MONEY RATES table showing various money rates in London.

MONEY RATES NEW YORK table showing money rates in New York.

MONEY RATES table showing money rates in other international locations.

For the convenience of readers the dates when some of the more important company dividend statements may be expected in the next few weeks are given in the following table.

PENDING DIVIDENDS RECENT ISSUES table listing company names, dates, and dividend details.

BASE LENDING RATES table listing various banks and their current lending rates.

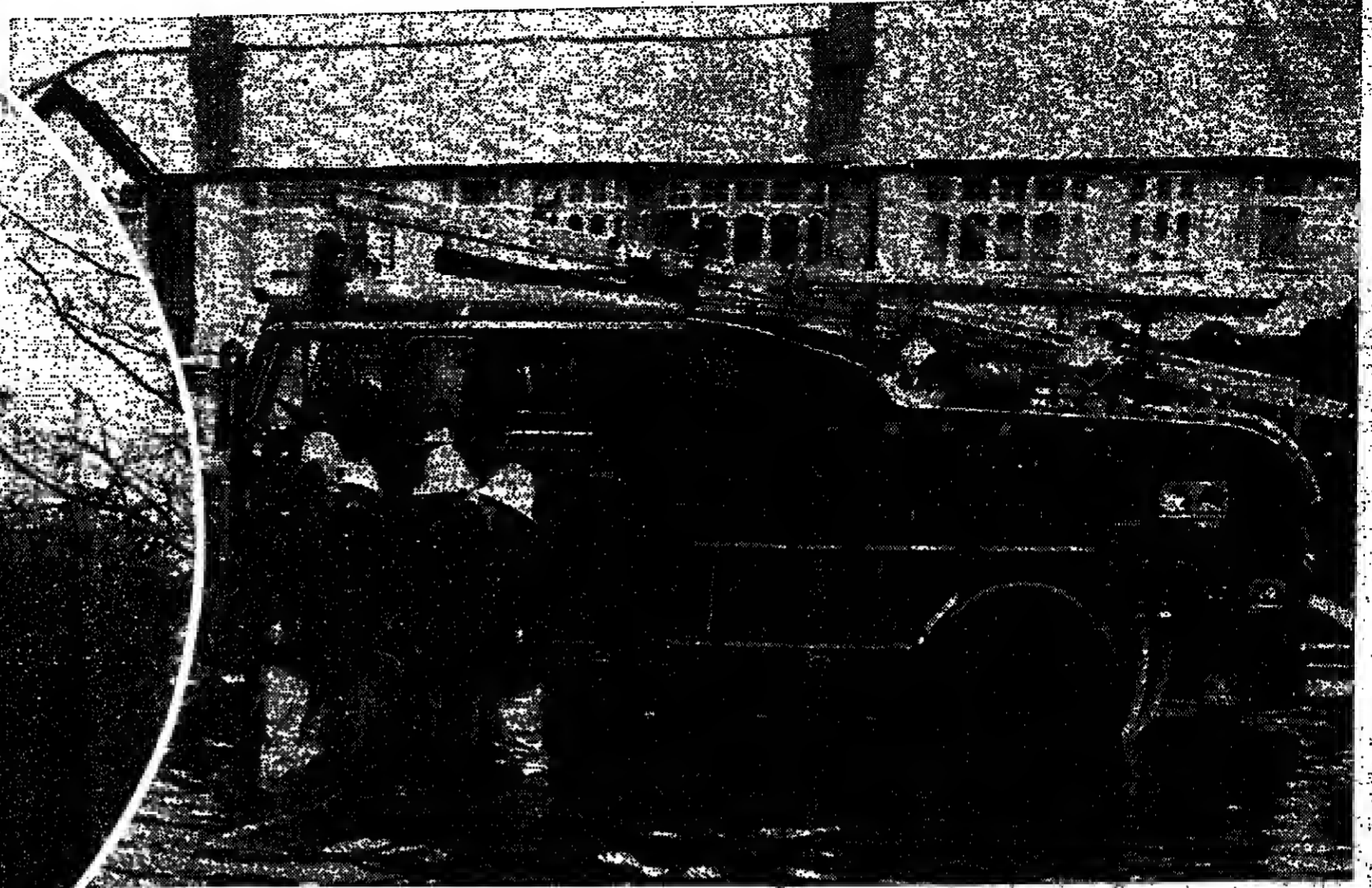
RECENT ISSUES, EQUITIES, FIXED INTEREST STOCKS, "RIGHTS" OFFERS, CLIVE INVESTMENTS LIMITED, ALLEN HARVEY & ROSS INVESTMENT MANAGEMENT LTD., Public Works Loan Board rates.

BPC in 1978

The facts behind the figures. The Chairman, Peter Robinson, comments: Trading Profits: An increase for the year of 19% and 74% over the last two years.

Table showing BPC's performance metrics for 1978 and 1977: Sales (174,084 vs 154,863), Trading Profits (5,005 vs 3,159), Printing (2,516 vs 2,613), Packaging (3,611 vs 3,593), Publishing (7,125 vs 5,759), Earnings per ordinary share (13.2p vs 10.5p), Net tangible assets per ordinary share (101p vs 109p).

Copies of the Annual Report and Accounts and a new brochure about the Corporation can be obtained from the Secretary, The British Printing Corporation Ltd., Print House, 44 Great Queen Street, London WC2B 5AS.



While others were assessing the damage, we were paying for it.

On the morning of January 11th 1978, you might have been forgiven for mistaking the streets of Sheerness for Amsterdam or Venice.

After a night of near hurricane force winds and waves as high as houses, the East Kent coastline was, quite simply, blown to bits.

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But rather, by agreeing to claims immediately. On the spot.

Now, it's not every day you'll find us popping in on policy holders, with a view to popping a cheque in the post.

After all, like any other insurance company, every claim we deal with involves certain formalities.

There are details to be noted down. Policies to be checked

out. Assessments to be made. And so on.

A process that can take anything from five minutes to five months. Or even longer.

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On January 12th, with the storm damage barely a day old, we set up an emergency claims centre in Canterbury.

Within two working days we had our own team of claims inspectors out and about on the waterways, personally totting up the cost of repairs.

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We won't make a drama out of a crisis.

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INSURANCE APPOINTMENTS WORLD STOCK MARKETS

BIA disquiet at Law Commission report

ALMOST A YEAR AGO the Lord Chancellor asked the Law Commission to look at certain aspects of insurance law...

Tom Frost heads National Bank of North America

Mr. Tom Frost has been appointed a director and president of the NATIONAL BANK OF NORTH AMERICA...



Mr. Michael Plich, a director of Noble Lowndes and Partners, has taken over from Mr. Ken Smith as chairman of the NATIONAL ASSOCIATION OF PENSION FUNDS...

Indices NEW YORK - DOW JONES, MONTEAL, JOHANNESBURG, EUROPE, AMSTERDAM, BRUSSELS/LUXEMBOURG, COPENHAGEN, VIENNA, GERMANY, CANADA, SWITZERLAND, AUSTRALIA, JOHANNESBURG MINES, MILAN, PARIS, OSAKA

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NEW YORK Stock market listing with columns for High, Low, Stock, Apr. 27, 1979

Stock market listing with columns for High, Low, Stock, Apr. 27, 1979

EUROPE, AMSTERDAM, BRUSSELS/LUXEMBOURG, COPENHAGEN, VIENNA, GERMANY, CANADA, SWITZERLAND, AUSTRALIA, JOHANNESBURG MINES, MILAN, PARIS, OSAKA

NOTES: Overseas prices exclude S premium. Belgian dividends are after withholding tax...

AUTHORISED UNIT TRUSTS

Table of authorised unit trusts including Abbey Unit Tr. Mgrs. (a), Abbot Unit Tr. Mgrs. (a), Abney Unit Tr. Mgrs. (a), etc.

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FINANCIAL TIMES SURVEY

Monday April 30 1979

هكتا من التجهيل

Battle in the High Street

By David Churchill

Consumer Affairs Correspondent

THE FIRST phase of the High Street price war is over—but the second phase is now on and the competition is as fierce as ever.

That, basically, is now the state of the grocery industry as delegates gather at the Institute of Grocery Distribution's annual conference in Brighton, today.

While representatives of manufacturers, wholesalers, and retailers at today's conference will undoubtedly have their own views as to the causes, course, and the outcome of the battle for a larger slice of the grocery market, at least two points are clear.

One view is that the grocery industry will never be quite the same since that fateful day in June, 1977—straight after the Queen's Silver Jubilee celebrations—when Tesco dropped trading stamps and launched its "Operation Checkout."

Secondly, whatever has happened over the past 22 months—and some companies clearly adopted mistaken strategies—the industry is now more concerned at how it will cope with the problems the industry faces in the next decade.

Undoubtedly, the major problem the grocery industry faces is the static—and even falling—demand for food.

"The low rate of growth in food sales is so low as to be almost invisible at times," points out Mr. Derrick Hornby, president of the Food Manufacturers' Federation.

The IGD's market review, published today, also confirms that "the percentage of total expenditure devoted to food

appears to have reverted to the long-term trend of steady decline.

"It is clear," the IGD adds, "that during 1978 the durable goods sector reaped the greatest benefit from enhanced incomes, followed by the 'other services' category. It is perhaps of significance that in the last reported quarter this category (which includes such items as travel, entertainment and recreation) exceeded food in terms of the percentage of total expenditure."

"In other words, based on Central Statistical Office categories, in the third quarter of 1978 food was, for the first time, no longer the largest item of consumer expenditure."

Limited

It is clear that if volume growth in food is limited, then the competition for a share of that market becomes even more fierce.

"The price war in the High Street is a direct result of the low rate of growth in food sales," says Mr. Hornby, "the large multiples are thus compelled to try to improve their own market shares."

And this is exactly what has happened throughout the 1970s, according to statistics produced by the Nielsen market research company. The multiples share of grocers' sales has risen from 44.3 per cent in 1971 to 53.3 per cent last year. While the co-operatives' share has remained virtually unchanged, it is the independent grocers who have lost out, according to the Nielsen figures. Their market share has slumped from 42.5 per cent to 33.1 per cent.

The multiples' marketing strategy is simple, and if it succeeds, is completely effective. The theory is that by cutting prices (and therefore profit margins, as well) the multiple can generate sufficient extra volume sales in the short term to at least cover the lost profits.

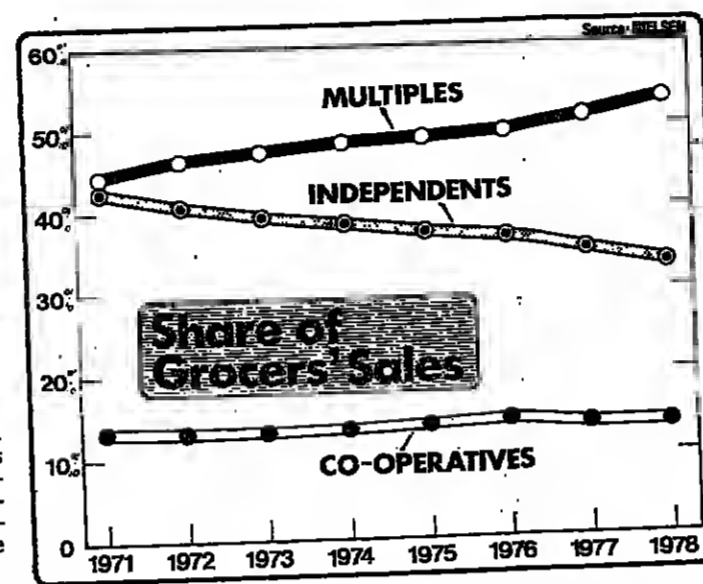
But in the longer-term, if the extra volume can be maintained after the initial price-cutting offensive, then a return to more realistic prices and profit margins will mean substantially higher profits.

That, at least, is the theory. In practice, it does not always work out, especially if the price-cutting campaign does not succeed in generating extra sales—or if these are lost once the price cuts finish.

But Tesco decided to take the plunge and start a price campaign in June, 1977. Its timing was a culmination of a number of factors, including a response to the high inflation rates of the mid-70s, the decision to drop trading stamps (using the money thus "saved" to make price cuts, instead) and the result of the evolution of a new breed of professional management within Tesco, keen to set a new image for the company and lay the foundations for the 1980s.

This, then, was the first phase of the price war and there seems little doubt that Tesco and J. Sainsbury have emerged as the winners.

Tesco's "Operation Checkout" campaign quickly led to a massive 40 per cent sales jump and boosted market share by an unprecedented 50 per cent, from around 8 to 12 per cent of the packaged grocery market, as



monitored by AGB. Since then, Tesco has not only held on to this market share, but has continued to increase it—it now stands at around 13 per cent.

But more importantly, Tesco also succeeded in hoisting its profits. The interim pre-tax profits of £13.8m in the current financial year—up from £10.3m—were a record for a half year.

Following Tesco's initiative, the other supermarket multiples sought to enter the fray. But of these, only Sainsbury has emerged as a "winner" with the success of its "Discount 78" campaign which it is now continuing. Sainsbury allied its traditional reputation for quality and value for money with extensive and well-publicised price cuts in basic commodities.

Within a few months of launching its counter-offensive

represented a "hitkrieg" on the grocery market. Both Tesco and Sainsbury, by a combination of aggressive marketing, deep price-cutting, sound distribution, and efficient management, have pushed themselves to the front of the market and are determined to stay there.

With their higher volume sales they have also been able to maintain their grip on the market and prevent any significant counter-offensives being fought. Tesco and Sainsbury can afford to keep prices and margins at a low level since they have the volume to make it pay. Their rivals, without the same sales volume, find their margins and profitability under increasing pressure.

No other chain now has the opportunity to launch another Tesco-type operation, since margins are already pared to the bone. Intercontinental Stores, which last autumn abandoned the trading stamp franchise it picked up from Tesco, was able to make little headway with the £5m it switched from stamps to price cuts.

In addition, even if a major multiple could afford another deep price-cutting operation now, it is doubtful if it would have the same effect as the Sainsbury or Tesco campaigns. However gullible supermarket chiefs may expect the public to be, there is a limit to their willingness to believe every claim to be the cheapest shop around. Tesco, Sainsbury and, to a certain extent, Asda, have been able to achieve such an image, which would be difficult to supplant.

Thus, to all intents and purposes, Tesco and Sainsbury have "won" the price war. But

because the "victory" was achieved without irreparably damaging the other combatants—the market gains have been made at the expense of the independent sector—the grocery industry seems to be headed for a long period of treacher warfare.

Tesco and Sainsbury may be the winners in the short-term—but there is every sign that the war in the High Streets will continue until well into the 1980s. The IGD reports that grocery gross margins have been trimmed to their lowest level since its grocery profitability "model" was first constructed in 1973-74, while net margins are back to the low point of 1975-76.

This is, of course, a direct result of the continued competition between the multiple chains and confirms that, contrary to some reports, there appears to be no easing of the pressures," points out the IGD, in its latest market review.

Superstores

While prices will still remain competitive, the real issue over which the continuing High Street war will be fought clearly is the battle for superstore development.

The major multiples may not be able to launch another deep price-cutting offensive in the short-term, but in the longer term they can achieve the same result by hoisting volume through the expansion of selling space.

But not only do large stores mean more sales of foodstuffs; they also mean that the multiples can concentrate on non-foods ranging from clothes

to colour televisions for which consumer demand is growing and for which the profit margins are highest. The multiples are investigating almost every other retailing activity in the High Street to see if it can fit in with their food trading activities. Thus, Sainsbury has been leading the fight to sell branded cosmetics through its stores, and Tesco has been experimenting with holidays, gardening, and Do-it-Yourself among other projects.

The crucial areas on which the continuing war will be fought, therefore, are how quickly large stores can be opened and how successfully a profitable product mix can be created.

The significance of the superstore to the multiples was shown by the fact that last year saw a rapid spate of openings. Tesco led the way with nine new superstores, Sainsbury with eight, Fine Fare with seven, and Asda with six.

Geographically, the major shift in the past 12 months has been the growing encroachment of Asda towards the south, while Sainsbury is slowly moving north.

Yet, while it is clear that the seemingly inexorable trend in grocery retailing is towards larger and larger stores, the grocery market in the 1980s is still likely to find a place for the numerous small, independent grocers. Market analysts believe that the grocery sector will polarise between the very large stores—popular with a more affluent and mobile shopping public—and very small stores which will offer convenience instead of price competition.

The next decade will also be significant for the grocery industry for two other factors: One is the ability of the multiples to harness the new computerised electronic developments to improve management information and store traffic. The major development for the 1980s will be the widespread introduction of laser-scanned grocery products at the checkout, to provide a detailed bill for the customer and speedier information for the manager.

The other major development, which could have as great an impact on the grocery market as trading stamps in the 1960s, is the rapidly growing introduction of credit cards. The grocery industry is confident that when the cashless society finally comes, then the superstores and supermarkets will be leading the way.

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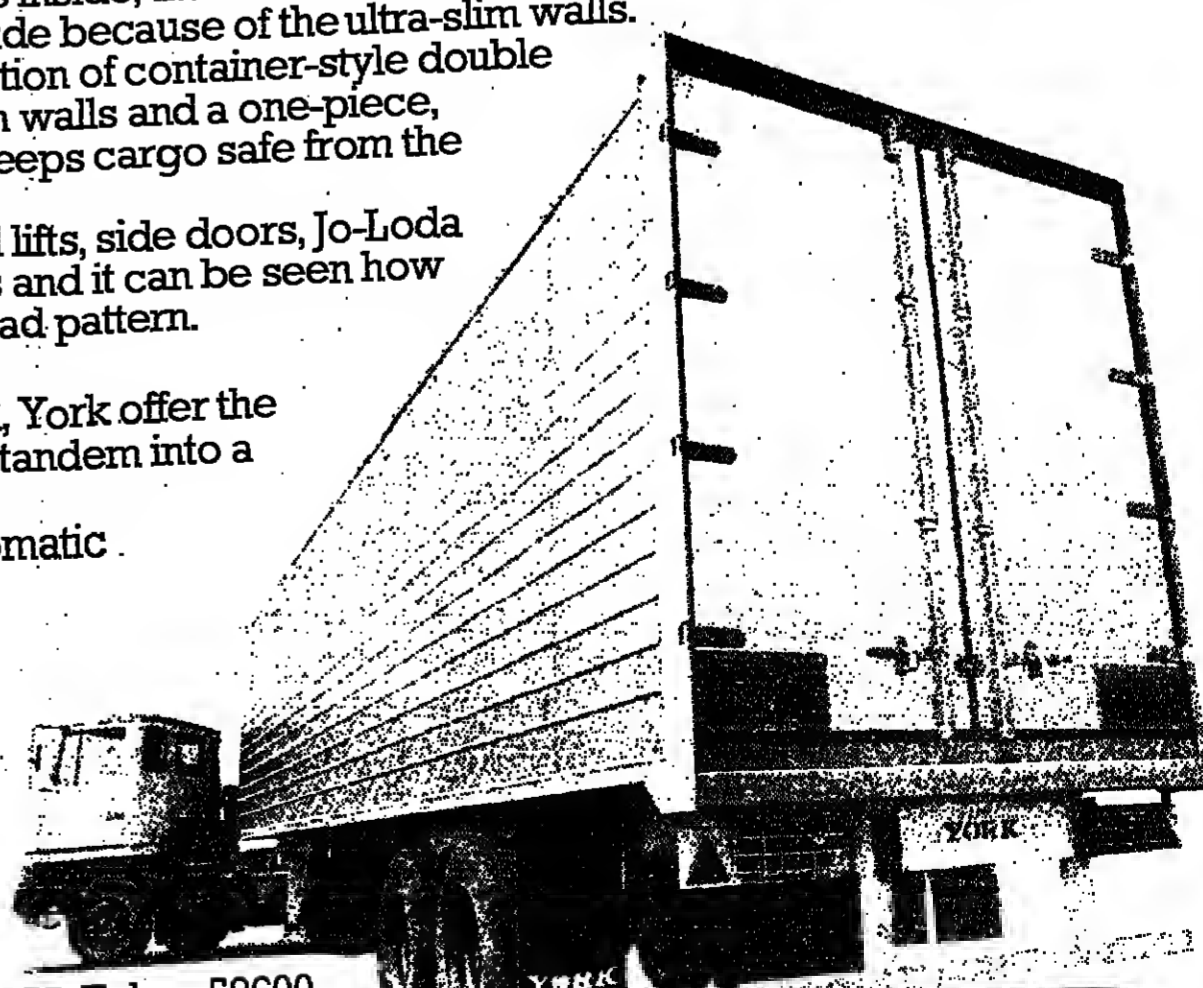
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THE GROCERY INDUSTRY II

The dominance of the multiples

THE SUPERIORITY of the High Street supermarket multiples which have been fighting a well-publicised price war for the past 22 months took a sharp knock last January during the lorry drivers' strike.

Research carried out by the AGB company revealed that when the going was tough and food supplies were short, the housewife forgot all about price cuts and switched to convenience instead. Thus, in January the multiples share of the packaged grocery market fell to 62.5 per cent, a reversal of the trend for some time.

In November last year, the last full month of "normal" trading (ie, before Christmas and the haulage strike) the multiples had achieved a market share of 65.2 per cent according to AGB's figures.

The co-operatives and small independent stores benefited at the expense of the multiples during January, therefore, mainly because being small their shops were more readily accessible to the shopper. The bad weather and the pressure on supplies meant that all the benefits of large store shopping—which have become increasingly more apparent throughout the 1970s—were wiped out almost overnight.

All the major multiples, with the exception of International Stores, suffered a loss of trade in January because of the effects of the weather and strikes. International, whose competitive position in a normal trading period is hampered because of the large number of small stores it operates, was therefore also able to benefit from the adverse conditions.

Recovery

But, not surprisingly, the return to more normal conditions during February saw a recovery of the multiples' market share, to reach 64.5 per cent of the total market for packaged groceries sold through recognised grocery outlets.

The superiority of the multiple supermarket chains was re-established—but the events of last winter show clearly that in the fast moving world of grocery retailing, nothing can be taken for granted.

But the multiples' relentless march towards dominance of the grocery world during the 1970s is apparently unstoppable in the long term. Statistics produced by the Nielsen research company show just how relentless this progress has been.

In 1971, the multiples and independent grocers were running virtually neck and neck—with the multiples enjoying a slight edge with 44.3 per cent of the market and the independents 42.5 per cent.

But over the following seven years, the multiples have gained ground largely at the expense of the independents, with the co-operatives share remaining fairly constant throughout.

Thus by 1978, according to the Nielsen figures, the multiples had increased their market share to reach 53.9 per cent—while the independents' share had steadily dropped to 33.1 per cent, a fall of 9.4 per cent.

The reason for the multiples' growth has been simple: their shops are on average substantially much larger than those of the independents. And the fierce pressure on profit margins is to secure as high a volume as possible while reducing overheads.

The benefit of size becomes even more clear when it is remembered that there are about 70,000 independent grocers—about ten times as many as there are multiple grocers.

Most market analysts expect that the grocery retailing trade in the 1980s will polarise between two extremes: large supermarket and superstores, and small, local convenience stores. The multiples firmly believe that their future lies in "large store" development, hence the large-scale investment programmes mounted throughout the 70s by most multiples, especially Tesco, Sainsbury, Asda, Fine Fare, and the co-operatives.

The reasons for the concentration on size are both economic and social. The overall static demand for food and the competitive pressures on operating costs and margins has meant that the key to profitability lies in achieving a higher volume of sales to compensate for the low margins. And the only way to achieve higher volume of sales, as well as cutting operating costs and take advantage of new distribution techniques, is to open large stores.

In addition, the multiples believe that large store shopping also meets a growing change in society. As more women go out to work, and the car owning population increases,

CONTINUED ON NEXT PAGE

Independents in decline

ALTHOUGH INDEPENDENT grocery retailers are by far the most numerous—overwhelming the multiples by ten-to-one—it is the independents who have lost the most from the High Street supermarket war.

The independents have lost not only market share to the multiples but small grocers have found it increasingly uneconomic to stay in business: some statistics suggest that as many as 19 small stores every week go out of business. Although proportionately more multiple chain stores have been closed in the past, this largely reflects the multiples' desire to close down small stores and open new superstores.

The new Tesco superstore at Pisea, in Essex, for example, is 100 times the size of a 1,000 sq ft independent grocer—and 1,000 sq ft is considered large for an independent.

Yet, there are many in the trade who feel that the worst is over for the small grocer and that his share of the market will not only stabilise in the short-term but is also more assured in the longer-term.

Intensity

The problem the small, independent grocer has faced during the past few years of stiff competition is not unique and has been on the cards for the last two decades. The only difference now is the degree of intensity that the independent faces.

But the groups that have managed to withstand the effects of the High Street war best have been the voluntary, or symbol, groups, such as Spar, VG, Wavy Line and Mace. These symbol groups account for about 10 per cent of the packaged grocery market, according to AGB figures, and have some 21,000 stores in total. The more numerous independents have about a 9 per cent market share.

The voluntary group concept is both fascinating and unusual. It was born in the Netherlands during the 1930s but the evolutionary process began in Britain in the mid-50s. The genesis lay in the fear on the part of independent wholesalers that in the post-rationing era the fast growing multiple chains would price small retailers out of business. This, in turn, would rob the independent wholesaler of his trade.

Grocery distribution was, in any case, fairly rudimentary in those days with retailers gaining none of the benefits of bulk buying. Around the country, therefore—and roughly at the same time—individual wholesalers began to offer loyalty inducements to their best retail customers.

Retailers were invited to buy everything they could from one wholesaler for an across the board discount of, say, 2½ per cent. The incentives were given not only for the volume of business but also for continuity.

But from this two-tier system a three-tier system gradually emerged—though in different ways in different groups. The wholesalers were the original prime movers but as they came together they realised that their operations needed central co-ordination. Thus, central management structures were superimposed on the wholesale and retail levels.

By joining a voluntary group, the independent grocer receives the benefit of sources of finance for shop developments; advisory services; national advertising and special regional promotions; and a range of own-brand products for sale at lower prices. The main voluntary groups

are VG with some 3,300 stores and about 2 per cent of the market. Spar and Mace with about 4,000 stores each, and Wavy Line with just under 2,000 stores.

The development of the VG chain was carried out under the umbrella of what today is Rank's Hovis McDougall. In 1955, a south coast wholesaler called Stewart, a subsidiary of McDougall, embarked on the voluntary group trade.

Mr. Richard Branson, who is now managing director of Allied Grocery Distributors, the parent company of the VG operation, began by recruiting 17 retailers supplied by one of the company's four wholesale depots. The following year all four depots had switched to the voluntary group principle and by 1959 Branson had resigned from Stewart to form VG Grocery Services, whose only asset was the VG trademark.

By then, Stewart was a part of RDM and the other wholesalers within the chain had become part of the VG chain. But the operation was still regional and, with the advent of commercial television in 1958, there was a premium on a national network organised roughly by TV network areas.

VG Grocery Services, therefore, began a recruitment campaign of wholesalers on a national basis, giving suitable candidates the franchise to use the VG name. This paved the way for regional and national

television advertising campaigns to publicise promotions and promote own brand goods.

The voluntary groups now are largely associated with a major wholesaler. Booker McConnell is the dominant supplier of Mace and the merger of Linfood and Wheatheaf last year means that both Spar and VG now come under its influence. Linfood controls 50 per cent of Spar outlets and 70 per cent of VG.

The trouble with the independent grocers, however, is that their stores are simply too small to compete economically with larger supermarkets. The Institute of Grocery Distribution's survey last year found that eight out of 10 independent stores were below 1,000 sq ft in size. Tesco's average store size is around 8,000 sq ft and Sainsbury's is 13,000 sq ft—but both groups and other multiples are constantly seeking to increase store size and build more superstores of more than 25,000 sq ft in size.

The voluntary groups acknowledge that very small shops are uneconomic to be run in competition with the multiple supermarkets. Some attempt is being made to increase some store sizes to offer greater competition—VG has a number of "Super VGs" under its wing—but the real future for the symbol and independent grocer must remain as the convenience store.

Stockbrokers Griesevon Grant

the small grocers' case in one of their recent circulars: "The small shop has strong defensive qualities against the pressures from the High Street competitors," the brokers say.

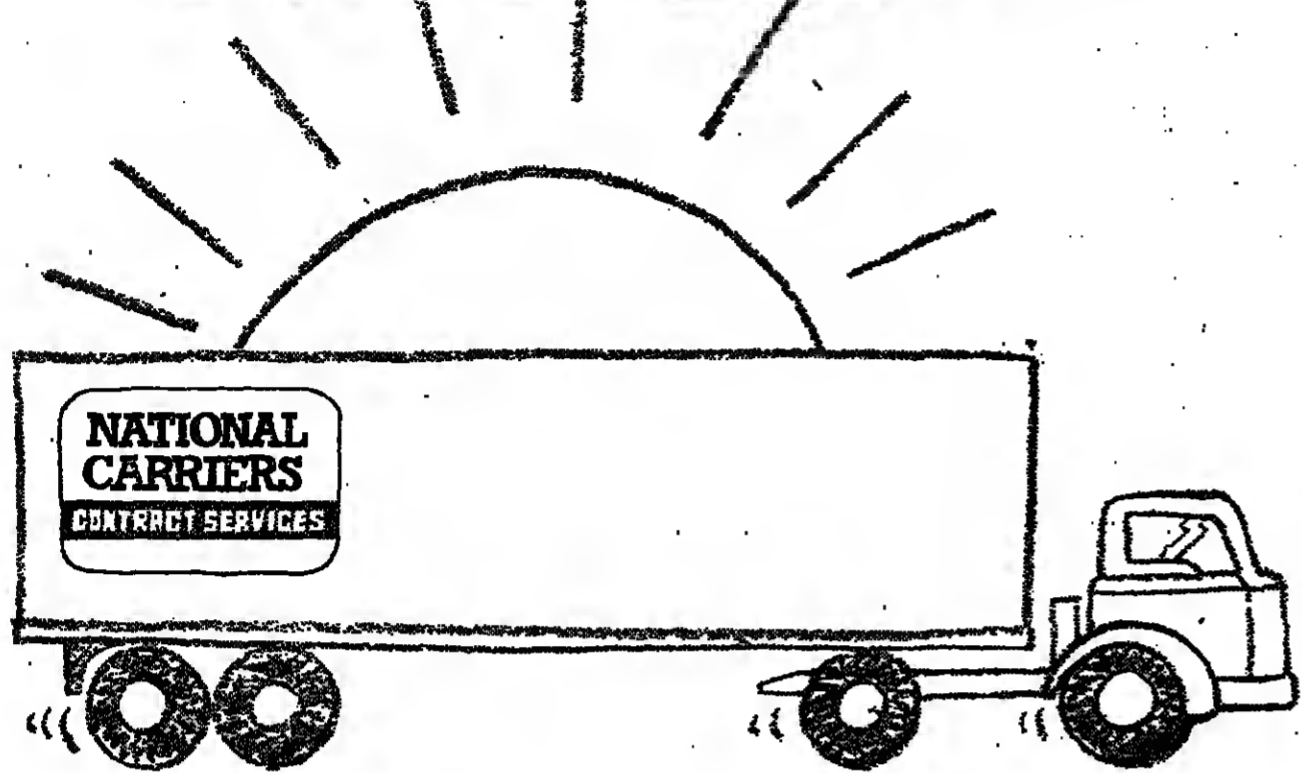
"The owner-occupier usually runs the shop himself, with the help of his wife and one or two part-time assistants. He lives above the shop and probably stays open later most evenings than his High Street competitors. He is probably open on a Sunday as well."

The independent and voluntary group grocer will always attract a certain, albeit small, percentage of shoppers who prefer to do their main shopping at a local store rather than going to a larger supermarket or superstore. But the advantage that the small grocer has is one of convenience: being there when the consumer needs a small item and is more concerned with its availability rather than the price.

In the U.S., for example, convenience stores are the fastest growing sector of the grocery retailing trade. Although this reflects the years when the small grocer virtually disappeared from the U.S. scene, it does show that whatever the economic case for large store expansion, there should always be a place for the independent grocer—and one that is economically viable as well.

David Churchill

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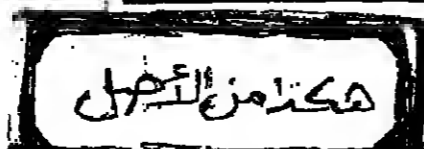
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Food manufacturers in the doldrums

FOR THOSE food manufacturers who thought 1978 was a bad year—with companies being squeezed between rising raw material and operating costs on one hand and Government price controls on the other—then 1979 has turned out to be a disaster.

The effects of the continuing depression, already mentioned, have been the brunt of the winter for many years, with the weather and industrial relations point of view.

The heavy drivers struck in January brought sharply home to the public the delicate balance on which the food production chain operates in the UK. In addition, the severe winter weather also showed how the climate could "at a stroke" cause food bills to soar as fresh vegetables became virtually non-existent because of several degrees of frost.

The effects of last winter's problem is likely to have repercussions throughout the food industry for the rest of this year and beyond, most likely reversing the gradual improvement in profitability of food manufacturers that had been noted towards the end of last year.

Dangers

If that happens, as seems inevitable, then the profitability of Britain's food manufacturers will continue on the slippery slope and eventually become a dangerous slide (to quote the former Food and Drink Industries Council chairman, Sir Hector Laing, at a recent Press conference).

The end result could be collapse of some companies and even whole sectors—followed by the inevitable rationalisations, higher imports, and probably higher than necessary prices for the consumer.

The basic problem for the food manufacturers is that apart from short-term fluctuations, the demand for processed foodstuffs is: virtually static and, to a certain extent, declining.

The steady rise in earnings over the past few years has not been matched by a corresponding increase in spending on food. Instead, the demand has been for consumer durables and other non-food items. Food manufacturers point out that some housewives' ability to buy more food (instead of just spending more because of inflation)

is often limited by their husbands' reluctance to pass on the cost of living element in their pay rises.

Thus, in 1978, consumer expenditure rose on average by 5.5 per cent in real terms. But while expenditure on clothing increased by 9.6 per cent, and on consumer durables by as much as 18.1 per cent, expenditure on manufactured foods was virtually static.

The significance of the failure of food to show real growth is that food manufacturers have traditionally relied on volume sales to compensate for low profit margins. With the volume growth, low margins become a financial mill-stone—as companies such as Spillers have found. It was only a year ago that Spillers decided to pull out of bread production because of the impossibility of making an adequate return from the low margins on bread in a market when demand has been falling.

The effect on food manufacturers has been for a steady fall in profit margins throughout the 1970s. These now stand at about half to two-thirds the 1971 level which, at around 6 to 7 per cent, were not considered adequate even then. The cumulative effect of years of reduced profitability has meant a substantial cut-back in capital expenditure. There has been little new fixed investment: even worn-out machinery has not always been replaced and there is little financial scope in many companies for the introduction of new more efficient machinery to reduce costs and improve profitability.

The depressed financial climate has arguably led to a curtailment of innovation; stocks have been reduced to a bare minimum, with the consequent risk of interruption to supply; and consumer choice is reduced as very low profit margin items and "own-label" business is scrapped.

But if the basic cause of the problems facing the food manufacturing industry has its roots in the lack of growth in real food expenditure, the problem is compounded by the pressures from all sides on the manufacturers.

These pressures fall into three main areas: increased raw material and operating costs; Government intervention; and the power of grocery retailers to finance the High Street price war by squeezing large discounts out of manufacturers.

Mr. Derrick Hornby, chairman of the Food Manufacturers'

Federation, warned at the Federation's recent annual conference: "I must say frankly to our retailer friends that manufacturers cannot afford any longer to finance their price war. If they continue to press for large discounts, some manufacturing firms will go out of business or be taken over."

He added: "The price war in the High Street is a direct result of the low rate of growth in food sales, coupled with intense competition."

Mr. Hornby said that this meant that food manufacturers were unable to pass on in full the increased costs they faced, as well as facing large discounts from supermarkets. Food manufacturers in the past have usually been forced to offer substantial discounts to supermarkets in order to secure a sufficiently high volume of production to stay profitable. With declining demand, there is too much food chasing too few buyers.

In the case of the bread industry, the chronic excess capacity in the industry meant that the

three big bakers each had to offer large discounts to secure sales—thus further making production unprofitable. When Spillers finally decided to pull out, thus reducing the production capacity in the industry, both the remaining two big bakers each heavily cut their discounts to the supermarkets.

The stronger the brand loyalty from consumers—for Kellogg's cornflakes or Heinz baked beans, for example—then the easier it is for the manufacturers to resist demands for bigger discounts, while at the same time maintaining sales volume. Hence the £100m-plus spent on advertising food manufacturers' branded goods last year.

Mr. Hornby suggests that it is not easy to estimate the effect on the level of food manufacturers' profitability of the supermarkets' pressure, but it must amount, in total, to a substantial sum.

The manufacturers also point out that profitability is hampered by the rise in raw material and packaging costs

which have risen by about a quarter over the past two years. For example, last year's EEC price settlement increased the cost of many basic raw materials by about 10 per cent. Tin plate prices rose in 1978 by 10.6 per cent, while glass container prices rose by 8.1 per cent.

Problem

Another major problem has been the effect of the UK's adjustment to the Common Agricultural Policy and the continuing differences between the UK and some other EEC members as to the CAP's future. Food manufacturers would like to see a more positive strategy aimed at reducing high EEC prices and tackling the fundamental problems of surpluses.

But without doubt the food manufacturers' anger is directed first and foremost at Government price controls, which they believe are a political device, carried out mainly at the expense of the food industry with little economic justification.

Sir Hector Laing has warned: "The continued bureaucratic and political influence designed to hold down prices artificially to satisfy the political aims of cheaper prices for the consumer, while at the same time pursuing policies in other directions having precisely the opposite effect, has starved industry of profits."

The manufacturers' opposition is on two levels: price controls have blunted profitability by limiting necessary price rises; and they have had the psychological effect in reducing confidence among managers in their ability to operate effectively. There is little doubt (and on this there remains some sympathy within the Price Commission) that the food industry has suffered more than most in recent years from price controls, mainly because food prices are such an electorally sensitive subject.

But it is also true that in spite of price controls, there has been little real effect on holding price rises down.

Manufacturers, however, are

aware that the airing of their problems may not be popular: "If it is felt that these claims are the exaggerated bleatings of a wealthy industry, let me remind you of what was said a few years ago about motor-cars, motor-cycles, and ball bearings, among other industries," points out Sir Hector Laing.

He adds that these industries were assumed to be in unassailable positions in their markets, both at home and overseas, and were now in decline. "The consequences of ignoring their appeals and warnings are now history," he says.

Certainly, food manufacturers can see some solutions. The Monopolies and Mergers Commission is currently reviewing the whole question of manufacturers' discounts and may recommend legislation along the lines of that existing in the U.S. which would be of benefit to manufacturers.

And while the fierce competition in the High Street is continuing, there seems little scope for a renewed outbreak of deep price-cutting that was initiated

by Tesco and J. Sainsbury over the past few years, simply because the supermarkets themselves cannot afford to launch a new offensive but must still continue with consolidating the present level of competition.

And a Conservative victory in this Thursday's General Election would almost certainly be welcomed by food manufacturers as meaning a reduction in Government interference in their affairs.

But according to the latest industry report from the Food and Drink Industries Council, the forecast for the remainder of 1979 would appear to be bearish.

"Wage claims, together with the inflationary road haulage settlement, combined with higher oil prices, are likely to mean that inflation rates in excess of 10 per cent will reappear," the report says. "The fortunes for the industry for 1979 are far from clear, but much is likely to depend on the trend of real incomes during the year."

D.C.

The multiples

CONTINUED FROM PREVIOUS PAGE

advantages of a large shop once a week or fortnight or even longer are clear.

But the multiples push to achieve large store outlets also laid the basis for the current price war. At its simplest, the strategy is that by cutting prices (and profit margins), sufficient extra sales can be generated in the short term at least to cover the lost profits and at least to produce some real volume growth. But, more importantly, if the extra volume of sales can be maintained after the initial price cutting offensive, then a return to more realistic profit margins will mean substantially higher profits.

At the same time increased volume (and thus increased market share in a relatively static overall market) is achieved at the expense of the company's competitors.

The potential flaw to this strategy is if the price cuts do not lead to sufficiently larger sales—which because of the fickleness of the consumer can happen for a variety of reasons.

—then the company's profits suffer and it has to struggle to regain its former position. Many an ambitious market leader has floundered after the failure of an aggressive price-cutting campaign.

But Tesco's decision to spark off the latest price war, by dropping trading stamps in the summer of 1977, has certainly paid off with market share, sales volume, and profits all increased by record amounts. Sainsbury also has achieved record growth in sales, market share, and profits and it means that it and Tesco now dominates just under half the multiples share of the market.

Next, in terms of market share, comes Asda, the Northern-based superstore chain, operated by Associated Dairies. Asda has concentrated exclusively on superstore development (it opens its 50th store tomorrow, in Scotland) and is the company that both Tesco and Sainsbury must fear most as being capable of upsetting their market dominance.

Asda is currently attempting to break into the lucrative

market in the South of England (it has traditionally been strongest in the North). In addition, it has sought to strengthen its non-food sales by a merger with Allied Retailers, the carpets and furniture group.

Another leading discount chain is Kwik Save, but unlike Asda, the Kwik Save formula has been based on a phenomenon known as limited range discounting. This system involves the store concentrating on a small number of most often purchased grocery items—a range of up to 1,000 instead of the usual 4,000-5,000 items stocked in a supermarket—and then selling these as quickly as possible at low prices.

Limited range discounting stores are a quick alternative to superstore development since large increases in volume sales can be achieved from a relatively small space.

Although Kwik Save has profited by the formula ever since the ubiquitous Mr. Albert Gubay founded the company in the 1960s, but most other supermarket chains have tended to use limited range dis-

counting as a defensive measure against the large gains achieved by Tesco and Sainsbury as well as making small, uneconomic stores viable again.

Thus, Fine Fare—which is also big in superstores—has a successful limited range discount operation called Shoppers Paradise. International also operates a chain of such stores under the Pricerite banner.

Chain

Even Tesco, which has scorned limited range discounting in Britain (preferring instead to close down small stores or try different retailing ideas, such as fact food shops) has recently acquired a limited range discounting chain in the Republic of Ireland. The chain, called "Three Guys," was established by Mr. Gubay of Kwik Save fame, who now apparently plans to take the U.S. equally by storm.

Tesco says it has no plans at present to bring the "Three Guys" operation to the UK and indeed it would have little to gain from such a move. Instead,

it is following a course that others may eventually be forced to adopt if the competition becomes too hot in Britain—namely, seeking growth overseas.

It is probably no coincidence that the three most successful multiples (Tesco, Sainsbury, and Asda) are all able to directly control their business without having to seek the approval of a parent company.

International Stores, for example, which turned a £5.8m trading profit into a £3.5m trading loss within a year, is a subsidiary of BAT Industries, the multinational tobacco company. And Fine Fare, with just over 4 per cent of the packaged grocery market, is owned by Associated British Foods.

While it is virtually impossible to determine how far a parent company intervenes in the running of its subsidiary, there must nevertheless be a certain degree of caution which companies such as Tesco and Sainsbury do not have to worry about.

The largest multiple, apart from the co-ops which because

of their fragmented structure are more a series of individual multiples than one nationally controlled multiple, in terms of grocery outlets but not in market share is Cavenham Foods' subsidiary Allied Suppliers. Allied includes Liptons and Presto Stores and in total has just over 1,000 outlets. But it still remains behind Asda in market share, having about 5 per cent to Asda's 6 per cent.

During the early stages of the price war it had been suggested in the grocery trade that one or more of the larger multiples might collapse from the fierce competition. As yet none have gone, and most, in fact, have managed not only to hold onto their market share but also make very small increases along with the overall growth rate for multiples.

Thus, assuming that BAT remains loyal to International, there do not appear any likely casualties among the major multiples from the High Street price war.

D.C.

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WHILE MOST of the publicity from the High Street price war of the last 20 months has naturally gone to the supermarket multiples, it is worth making the point yet again that the largest single grocery retailer by far remains the co-operative retail societies.

The co-ops account for some 18 per cent of the packaged grocery market—the usual indicator of market share—according to AGB's figures, while Tesco has some 13 per cent and Sainsbury around 11 per cent. Admittedly, there are some 6,000 co-operative grocery outlets compared to Tesco's 600, but even so, the co-operatives are a force to be reckoned with in grocery retailing.

Moreover, the co-op movement is a force to be reckoned with by any means of accounting, as Sir Arthur Sugden, chief executive of the Co-operative Wholesale Society made clear recently.

"The Co-operative Movement has 11m members while an even greater number—some two of all shoppers in the UK—go into a co-op shop every second week, and there are a total of 8,500 shops of many different types and sizes," he says.

"We are the largest retailing organisation in Western Europe with a turnover in 1977 of £2.5bn. We employ over 300,000 people. As grocers we are four times the size of our nearest rival.

"We own the largest fleet of motor vehicles in the country next to the Government (and they count their tanks and armoured cars). We have 150 factories and processing plants at home and abroad, a travel

agency, and a chain of hotels. We own the sixth highest deposit bank and the ninth largest insurance society in the UK.

"We also supply nearly one third of the nation's liquid milk; we sell coal and other solid fuel worth over £30m a year—second only to the National Coal Board—and amongst other things, we are the nation's largest funeral contractor," he adds.

The fact, however, that the Co-operative grocery retailing performance does not receive the same recognition as that for Tesco and Sainsbury among other factors. One is that the image persists of the co-op as an old-fashioned grocery

operation (belying the fact that the co-operatives were among the first to introduce supermarket sales techniques into the UK) which does not exude a dynamic appeal.

Another factor is that the co-operative lacks an aggressive centralised control of its grocery retailing operations: the 200 or so individual retail societies retain complete control of their own activities, although there has been a growing tendency to adopt a unified promotional campaign and marketing strategy. (But imagine what Sainsbury's performance would be like if each of its 200 plus stores had complete autonomy.)

In addition, the continual confusion and conflicting proposals over the future role and structure of the co-operative movement in the UK does little to create an image of a thrusting, dynamic retailer with a clear idea of where it is going and why (which is the image that Tesco has clearly implanted on the public's mind).

As with most massive organisations, the response to changing trading situations has always been fraught with problems. Thus, over the past three decades the co-operatives have newer, more aggressive retailers outpace the organisation which had originally been in the forefront of the self-service concept.

In addition, in the non-food area, these competitors had actively pursued the younger and more affluent customers. These groups have provided a large part of the volume growth in retailing but who, by and large, have failed so significantly to be attracted to the co-op's old-fashioned virtues.

On paper, the co-operatives remained attractive: after all, they were pleased to help the consumer and to plough back profits in the shoppers' interest. They also had a social role that set them apart from strictly profit-seeking supermarket chains.

But the co-ops increasingly found that their stores were too small and less attractive to those being developed by other supermarket multiples. And co-ops were not especially cheap places in which to shop, even when the dividend was taken into account. Shoppers also had to take the trouble to join before they could take advantage of the divi payments.

The turning point came in the late 1960s when the Co-opera-

tive Wholesale Society, having re-organised its own operations under a new and more professional management, started to turn its attention to the retailing side of the business. Not only did it set out to instil in the retail side of the movement a sense of direction it obviously had to follow if its trading fortunes were to revive, but it also had the cash resources to finance the necessary developments.

So, in the late 1960s and early 1970s, the co-operatives concentrated on a massive facelift campaign. Big new supermarkets were built with the aid of CWS finance and the old small, outlets closed down. In addition, a common co-op logo was adopted by most societies.

And, at the same time, a new concept was introduced for distributing the traditional dividend. Instead of the former credit to members' accounts, the co-ops switched to giving stamps to the value of the dividend on the amount spent.

This meant that for the ordinary shopper, the co-op became a trading stamp organisation in the same way as Tesco and others offered Green Shield trading stamps.

Although the dividend stamp has become seemingly old-fashioned following Tesco's spectacular abandonment of stamps and concentration on price cuts instead, the co-op's stamp has remained useful for two main reasons.

At times during the three-day congress, these problems were highlighted by speakers from the platform who called for new initiatives by the Co-op's governing bodies.

But, ironically, the co-ops are probably now in their strongest position for a long time as grocery retailers. The co-ops appear to have developed a marketing strategy that encompasses all possible developments in the 1980s.

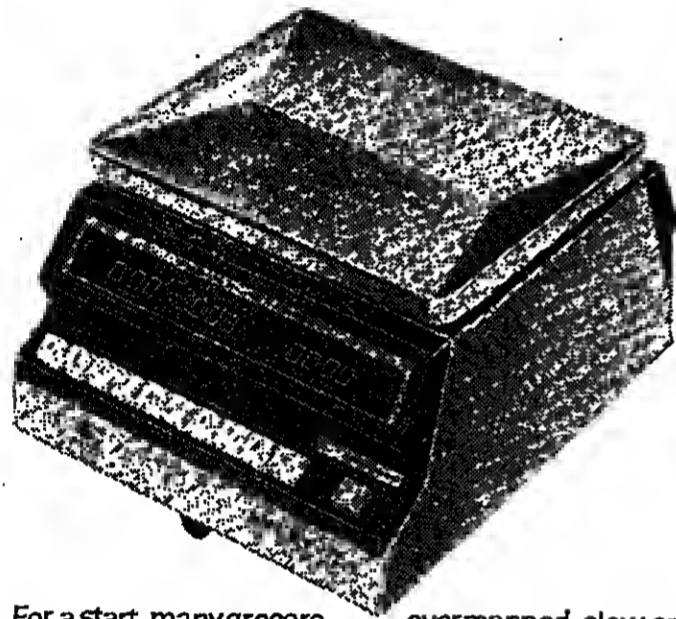
In the first place, the co-op movement is one of the biggest operators of superstores in the UK, thus giving it a significant stake in the future development of large store trading anticipated throughout the next decade.

Secondly, the co-op has continued to upgrade its larger supermarkets—our 1,000 best supermarkets will compete with those of Tesco and Sainsbury any day," says Mr. Barry Silverman, marketing manager of the CWS food division.

And, thirdly, the co-ops still have a large role to play in the small convenience store end of the market which is expected to remain.

The co-op has also hit back hard this year with a national promotional and advertising campaign which, for the first time, has been implemented on a regional basis—thus attempting to merge both the advantages of large size to the benefits of local trading.

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Search for superstore sites

THE HYPERMARKET battle has been raging in Britain for a full decade without real signs yet either of a treaty between the protagonists or even of simple battle-weariness.

For the past year the main theatre of war has transferred to London where two of the major superstore operators, Asda and Tesco are battling for permission to build true, free-standing hypermarkets.

London has been late on the agenda of the big operators, one reason being the difficulty of finding and preparing the sort of site needed for a 50,000 sq ft store with ground level parking adjacent.

Those which are now beginning to penetrate London in search of such sites are also finding the planning stage fraught with antagonism from local planners.

Reaction

Asda, for instance, made an attempt last year to build a superstore at Woolwich, but the plans were scrapped after a local opinion survey conducted by the council produced a negative reaction.

The group is now planning to participate in a £10m redevelopment of Millwall Football Club's ground in Lewisham. The scheme, which will also upgrade the sporting facilities, centres round a superstore of 79,000 sq. ft. (gross), with double-decker parking for 730 cars.

In order to find the space needed, the developers would have to buy in the adjoining former New Cross greyhound stadium. That is owned by Lewisham Council, which is opposed to increased traffic in the area but might be tempted by the injection of new shopping facilities in an area which has been steadily losing them.

On the other side of London, Tesco is still battling, with the backing of British Rail, for a hypermarket on a site behind Wembley Stadium. The plans have already been turned down once and have now been revised to cover a more modest 8 acres only.

If it succeeds, this would be Tesco's first superstore in London—but not its first in the South East. In recent months it has opened an 82,000 sq. ft. unit at Pitsea in Essex. One of the new generation of superstores, it includes a travel agent, a process well established in France and Belgium, countries which first established this pattern of shopping.

It has now become apparent that London is the main target for superstore operators and in response to this the GLC recently carried out a major study of the impact such stores would have on London.

The committee undertaking the study reported to the council last October when even by the more modest criterion applied (that the stores should have a sales area of 25,000 sq ft or more) only four had been established in the city.

The report opened by voicing concern over the impact on established shopping areas of "large-scale car-orientated developments outside existing centres" and laid down as a general guideline that stores on green field sites on the periphery of London should be resisted.

That principle will probably not greatly concern the main superstore operators which, if they plan to be in London, are generally looking for more central sites.

However, the council also lays down that in the main it prefers to see large new stores sited in existing centres and that could give local authorities the muscle to turn down applications for sites which are not immediately located round the High Streets.

These are the two major location factors. Other issues which will then assume prominence include: traffic generation with regard to the existing road network; car parking requirements; services for pedestrian shoppers or those who come by bus; the employment potential;

general environmental problems; and planning gain.

Of prime importance among the factors will be the likely impact on the established pattern of shopping in existing centres, particularly where these have been designated among the 28 strategic centres.

The report does warn that there is only scanty evidence to support fears that hypermarkets blight neighbouring shops, and what little evidence there is suggests that this detrimental impact is limited to smaller supermarkets in nearby centres.

In fact, a major study of such impact has been carried out for the past five years by Mr. Michael Lee, the economist at London surveyors, Donaldson.

Mr. Lee has regularly monitored the impact of the Caerphilly hypermarket run by Carrefour on the neighbouring town of Caerphilly in South Wales. His latest report suggests that in many respects the town is stronger than before the store opened in 1972.

Since the store opened in 1972, Caerphilly town centre has lost some retail traders but the service sector has grown bringing more shop premises into use and reducing the number of vacant premises.

Over the period, the main impact was on the hypermarket itself which lost a considerable proportion of its more distant customers with the establishment of no fewer than two 30,000 sq ft Asdas in the region plus two other stores, one of 75,000 sq ft and one of 30,000 sq ft.

In the last 18 months or so, the hypermarket has also suffered from the strength of the High Street supermarkets price war, which has eroded the attractions of the hypermarket since once billed as a steady 15 per cent below those in the High Street.

The entire sector has been suffering from this problem, of course, and figures emerging from the main operators suggest a flat 1978 with recovery only just beginning to show through.

Nonetheless, this has not inclined the major firms to reduce or withdraw from their building programmes.

Increase

There are now 171 such stores—the latest is located at with a sales space in excess of 25,000 sq ft. In 1978, 36 new stores were opened and another 60 have won their planning permission.

International Stores, for example, now has eight superstores, the latest is located at Aldershot (50,000 sq ft). By 1980, the group plans a further 12. J. Sainsbury and British Home Stores seem pleased with the early results from their 76,000 sq ft unit at Hempstead in Kent and have two more planned under the joint Sava-centre banner—which will provide a further 153,000 sq ft.

But none of the operators pretend that it is easy to find the sites, and it is still well nigh impossible to win local planning permission without a long battle.

Despite the number of such stores which now exist throughout the country, local planners are still deeply reluctant to give the go-ahead to a development which they fear may disrupt the existing local retail pattern.

Curiously enough, that fear seems to have evaporated to a large degree at the higher planning levels.

According to Mr. Lee, who has monitored all superstore planning applications for the past seven or eight years, the top level of planners—up to Mr. Peter Shore, the Secretary of State—appear to have become much more reconciled to hypermarkets in the past couple of years.

Even where they have been opposed by the local council, hypermarkets are now receiving their permissions after public inquiries conducted by Department of Environment inspectors. Since 1976, Mr. Shore has not reversed a single permission recommended by his inspectorate.

Christine Moir

operation (belying the fact that the co-operatives were among the first to introduce supermarket sales techniques into the UK) which does not exude a dynamic appeal.

Another factor is that the co-operative lacks an aggressive centralised control of its grocery retailing operations: the 200 or so individual retail societies retain complete control of their own activities, although there has been a growing tendency to adopt a unified promotional campaign and marketing strategy. (But imagine what Sainsbury's performance would be like if each of its 200 plus stores had complete autonomy.)

In addition, the continual confusion and conflicting proposals over the future role and structure of the co-operative movement in the UK does little to create an image of a thrusting, dynamic retailer with a clear idea of where it is going and why (which is the image that Tesco has clearly implanted on the public's mind).

As with most massive organisations, the response to changing trading situations has always been fraught with problems. Thus, over the past three decades the co-operatives have newer, more aggressive retailers outpace the organisation which had originally been in the forefront of the self-service concept.

In addition, in the non-food area, these competitors had actively pursued the younger and more affluent customers. These groups have provided a large part of the volume growth in retailing but who, by and large, have failed so significantly to be attracted to the co-op's old-fashioned virtues.

On paper, the co-operatives remained attractive: after all, they were pleased to help the consumer and to plough back profits in the shoppers' interest. They also had a social role that set them apart from strictly profit-seeking supermarket chains.

But the co-ops increasingly found that their stores were too small and less attractive to those being developed by other supermarket multiples. And co-ops were not especially cheap places in which to shop, even when the dividend was taken into account. Shoppers also had to take the trouble to join before they could take advantage of the divi payments.

The turning point came in the late 1960s when the Co-opera-

tive Wholesale Society, having re-organised its own operations under a new and more professional management, started to turn its attention to the retailing side of the business. Not only did it set out to instil in the retail side of the movement a sense of direction it obviously had to follow if its trading fortunes were to revive, but it also had the cash resources to finance the necessary developments.

So, in the late 1960s and early 1970s, the co-operatives concentrated on a massive facelift campaign. Big new supermarkets were built with the aid of CWS finance and the old small, outlets closed down. In addition, a common co-op logo was adopted by most societies.

And, at the same time, a new concept was introduced for distributing the traditional dividend. Instead of the former credit to members' accounts, the co-ops switched to giving stamps to the value of the dividend on the amount spent.

This meant that for the ordinary shopper, the co-op became a trading stamp organisation in the same way as Tesco and others offered Green Shield trading stamps.

Although the dividend stamp has become seemingly old-fashioned following Tesco's spectacular abandonment of stamps and concentration on price cuts instead, the co-op's stamp has remained useful for two main reasons.

Efficient

In the first place, it is a fairly efficient means of distributing the dividend and shoppers are still aware that it is a distribution of the profits, or surplus.

Secondly, the dividend stamp system provides financial benefits to the co-ops as well, since most shoppers use books of stamps to buy goods from co-op stores. In addition, the use of stamps also gives co-ops a cash flow benefit.

At the same time as these retailing changes, there took place a number of structural changes. In particular there has been a substantial reduction in the number of societies. From 700 or so societies in the late 1960s, there are now only just over 200 and the number is still falling.

Many of the larger societies that have resulted have been brought about by forced mergers. Others have had a more positive source, created out of

the realisation that larger units are essential if the co-operative system is to compete successfully with its multiple store competitors.

In the last published accounts of two of the big London societies—the Royal Arsenal and the London Co-op—the ravages of competition were apparent. The Royal Arsenal reported a net loss of almost £870,000 in the year to January 21, 1978, on sales figures of almost £124m, as well as facing severe criticism from its shareholders. The London Co-op was forced to sell assets, including shares in London Weekend Television, to finance a £286,000 trading loss on sales of £207m.

At last year's Co-operative Congress at Scarborough a number of societies were criticised for not sticking to the financial disciplines expected of them. Some in the past have paid more out in dividends than they have made in surplus and have consequently run down their reserves.

At times during the three-day congress, these problems were highlighted by speakers from the platform who called for new initiatives by the Co-op's governing bodies.

But, ironically, the co-ops are probably now in their strongest position for a long time as grocery retailers. The co-ops appear to have developed a marketing strategy that encompasses all possible developments in the 1980s.

In the first place, the co-op movement is one of the biggest operators of superstores in the UK, thus giving it a significant stake in the future development of large store trading anticipated throughout the next decade.

Secondly, the co-op has continued to upgrade its larger supermarkets—our 1,000 best supermarkets will compete with those of Tesco and Sainsbury any day," says Mr. Barry Silverman, marketing manager of the CWS food division.

And, thirdly, the co-ops still have a large role to play in the small convenience store end of the market which is expected to remain.

The co-op has also hit back hard this year with a national promotional and advertising campaign which, for the first time, has been implemented on a regional basis—thus attempting to merge both the advantages of large size to the benefits of local trading.

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Table listing various British funds with columns for Stock, Price, Div, and Yield.

Five to Fifteen Years

Table listing funds categorized as five to fifteen years with columns for Stock, Price, Div, and Yield.

Over Fifteen Years

Table listing funds categorized as over fifteen years with columns for Stock, Price, Div, and Yield.

Undated

INTERNATIONAL BANK

CORPORATION LOANS

Table listing international bank corporation loans with columns for Stock, Price, Div, and Yield.

COMMONWEALTH & AFRICAN LOANS

Table listing commonwealth and African loans with columns for Stock, Price, Div, and Yield.

LOANS

Table listing various loans with columns for Stock, Price, Div, and Yield.

FOREIGN BONDS & RAILS

Table listing foreign bonds and rails with columns for Stock, Price, Div, and Yield.

AMERICANS

Table listing American stocks with columns for Stock, Price, Div, and Yield.

Hire Purchase, etc.

Table listing hire purchase and other services with columns for Stock, Price, Div, and Yield.

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Table listing beer, wine, and spirit stocks with columns for Stock, Price, Div, and Yield.

BUILDING INDUSTRY, TIMBER AND ROADS

Table listing building industry, timber, and roads stocks with columns for Stock, Price, Div, and Yield.

CANADIANS

Table listing Canadian stocks with columns for Stock, Price, Div, and Yield.

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Table listing banks and hire purchase stocks with columns for Stock, Price, Div, and Yield.

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Table listing drapery and stores stocks with columns for Stock, Price, Div, and Yield.

ELECTRICAL AND RADIO

Table listing electrical and radio stocks with columns for Stock, Price, Div, and Yield.

HOTELS AND CATERERS

Table listing hotels and caterers stocks with columns for Stock, Price, Div, and Yield.

INDUSTRIALS (Miscel.)

Table listing industrial stocks with columns for Stock, Price, Div, and Yield.

Table listing food and groceries stocks with columns for Stock, Price, Div, and Yield.

Table listing hotels and caterers stocks with columns for Stock, Price, Div, and Yield.

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Table listing food and groceries stocks with columns for Stock, Price, Div, and Yield.

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Table of insurance companies such as General Accident, London & Lancashire, and Prudential, listing their stock prices and performance.

PROPERTY—Continued

Table of property-related investments and companies, including various real estate and construction firms.

INVESTMENT TRUSTS—Cont.

Table of investment trusts and funds, detailing their assets, liabilities, and investment strategies.

FINANCE, LAND—Continued

Table of finance and land-related companies, including banks, insurance companies, and landowners.

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Table of leisure and entertainment companies, such as British Telecommunications and British Airways.

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Table of motor and aircraft trade companies, including manufacturers and dealers.

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Table of commercial vehicle companies, focusing on truck and bus manufacturers.

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Table of component manufacturers, including parts for various industries.

Garages and Distributors

Table of garage and distributor companies, providing services for vehicles.

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Table of newspaper and publishing companies, including major UK and international publishers.

PAPER, PRINTING

Table of paper and printing companies, detailing their production and distribution.

ADVERTISING

Table of advertising agencies and companies, listing their services and client base.

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Table of property-related companies, including real estate firms and developers.

SHIPPING

Table of shipping companies, including major international carriers.

SHOES AND LEATHER

Table of shoe and leather goods companies, including manufacturers and retailers.

SOUTH AFRICANS

Table of South African companies, covering various sectors of the economy.

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Table of textile companies, including manufacturers and suppliers.

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Table of tobacco companies, including manufacturers and distributors.

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Table of trusts, finance, and land-related companies, including investment firms.

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